

**INVENTORY SUPPORT TEAM
MATERIALS FOR MAY 26, 1993 CONFERENCE CALL**

CONTENTS

RSR Working Group Plan	1
Discussion Paper on Approach to World Service Inventory	10
Response Request to Consultants	18
Consultant Responses	
Forbes Group	20
Tecker Consultants	23
Lodestar	29
Talbot	31
Support Center	32
James Hardy	43

Possible Responses Prior to the Meeting, but not yet available:

**Personnel Management Services
Barbara O'Hearn**

Mailed Overnight on May 21, 1993

**NA WORLD SERVICES INVENTORY:
A PROPOSAL
FROM THE RSR WORKING GROUP**

In the fifteen years since we first met as a conference, incredible growth has taken place. During that time, we have witnessed an increase in the number of NA groups from perhaps 750 to probably over 20,000 today in sixty-four countries around the world. This increase has also been reflected in the growing complexity and diversity of our fellowship. Issues like language, culture, and other socioeconomic factors that were not pressing concerns, to us as a fellowship, in our early days became items for consideration when we think about Narcotics Anonymous as a whole. Along with this tremendous growth, there has been an equal increase in the demand for services throughout our fellowship. While our system for providing service at the world level has not changed in the last ten years, the volume of the work has increased tremendously and continues to increase every year. Most, if not all of us, have felt that we continue to take on new projects, commit to fulfill new responsibilities, and rarely, if ever, look at the consequences of such decisions upon those to whom we are accountable or on ourselves as trusted servants. Many trusted servants have experienced a "burn out" and felt that, at times, they have had to abandon their families, their jobs, in some sense their lives, for the sake of doing service at this level.

We believe that it is time to look at what we are doing and why we are doing it. It is time for us to examine the processes we use in our service efforts. It is time to find out what our fellowship's needs are from us and how we can strive to meet those needs. It is time for us to examine if we are, in fact, serving the groups and the fellowship as a whole, or coordinating a bureaucracy that has taken on a life of its own. In short, we believe that it is time for us to engage in an inventory--a process by which we can find out what works and what does not.

With the aid of the fellowship, the entire world services system will engage in an inventory process of all the components of world services to find out what works and what does not. This will include measuring our current statement of purpose, as listed in the *Temporary Working Guide to our Service Structure*, to establish what is valid or what needs changing. Additionally, this will provide an opportunity to determine what our fellowship's needs are and how to strive to meet those needs, in an effort to serve the groups and the fellowship as a whole.

I. GOAL:

To engage in an overall examination of world services that assesses and evaluates our present world service practices. Together, over the next two years, we can establish clearly defined goals and objectives which, then, can be easily measured. We can establish standards by which our effectiveness can be evaluated. We can examine and assess our relationships with the fellowship as a whole as well as with each other, in terms of our communications and make the necessary improvements. We can look at the sources and allocation of our resources, including funding, and determine if changes are needed to allow for the consistent fulfillment of vital tasks and services. We can evaluate our world service structure and, if necessary, streamline it so that we can become more effective. We can set up those processes by which we can be more responsive to the groups' needs and truly help fulfill our fellowship's primary purpose.

II. OBJECTIVES:

- A.** Make the world services inventory effort the top priority for the duration of this process by providing only basic services during that period.
- B.** Utilize the staff of the World Service Office to provide a history of each world service board and committee by the end of the summer of 1993, to enable each board and committee the opportunity to do their self assessment as thoroughly as possible.
- C.** Utilize a "support team," composed of the WSC Treasurer, the WSC Second Vice Chairperson, two qualified RSRs, and a designated staff member, to facilitate the financial allocation and logistical support needed by the project and serve as the reporting conduit to the fellowship. This group will also take all necessary steps to ensure that the project meets the designated timeline.
- D.** Utilize an outside professional(s) to assist a composite group in developing a set of assessment tools to assist committees and boards in assessing themselves, as well as developing tools that aid the fellowship in participating in the inventory process by the end of June of 1993.
- E.** Seek fellowship-wide participation in the evaluation of world service efforts from those receiving services i.e., members, groups, areas, and regions. This objective will be achieved primarily through three sets of simple surveys encouraging the group, area, and regional levels to provide input about their needs and evaluating world service efforts. Members, groups, areas, and regions are also encouraged to evaluate their own service efforts during the year.

- F.** Each board and committee will inventory their service efforts by assessing themselves at a central meeting designated for that purpose in the fall of 1993.
- G.** A composite group will objectively review and evaluate all input and assessments received following the November meeting. Their evaluation will be completed by WSC'94.
- H.** WSC'94 will spend a considerable amount of time in various inventory sessions, conducting its own self-assessment. The development forum sessions will be devoted to the inventory of the World Service Conference. These may be conducted in small working group sessions, discussing a variety of topics relating to the nature, purpose, and functions of the World Service Conference.
- I.** A second set of surveys (identical to the first set) will be mailed out immediately after the conference to verify the data received from the original survey.
- J.** Fellowship forums will be conducted by regional participants with training and logistical assistance provided by the support team and the composite group. The major purpose of these forums will be to share the results of the input received and obtain additional input. These forums will take place between May and July of 1994.
- K.** A professional systems analyst/consultant will be commissioned to conduct a systems evaluation of the various elements of world services. Such an evaluation will be based upon the historical information gathered by the WSO, the input obtained from the fellowship, the self-assessments conducted by the individual boards and committees, the evaluations performed by the composite group, as well as the notes taken at WSC'94.
- L.** A world services meeting comprised of all boards, committees, and conference participants will take place in Baltimore, either immediately before or immediately after the 1994 World Convention, to share the results of these various processes and to begin developing the outlines for some recommendations for the fellowship's consideration at WSC'95. This meeting will need to include a considerable number of non-North American participants.
- M.** During the ninety days following the world services meeting, detailed proposals will be developed that will go into the annual *Conference Agenda Report* for consideration at WSC'95.

III. SCOPE OF THE INVENTORY:

A. The Purpose of World Services

1. Goals of World Services
2. Objectives of World Services

B. World Services Resources

1. Human
 - a. Special Workers
 - b. Volunteers/trusted servants
2. Financial
 - a. Source
 - * flow of funds (traditional)
 - * direct contributions (members and/or groups)
 - * sales of literature
 - * money left over after activities/conventions
 - b. Allocation
 - c. Utilization
 - d. Fiscal accountability
3. Resource Utilization (human and financial)
 - a. How we share resources
 - b. Do we maximize our available resources?

C. Structure

1. Elements
2. Relationships and roles
(How it is or is not mandated by guidelines)
3. Decision making
4. Policies and standards
5. Methods/procedures/process/accountability

D. Communication

1. Internal (individual committees and boards)
 - a. intra board/committee
 - b. inter-board/committee (as individual entities of world services)
 - c. inter-fellowship (between groups and the various service entities)

2. Communication Channels
 - a. Oral/written
 - b. Periodicals
 - c. What needs to be communicated
3. External

E. Services

1. To groups
2. To areas
3. To regions
4. Fulfilling our primary purpose
5. Public relations

IV. WORLD SERVICE INVENTORY PARTICIPANTS:

A. Members, Groups, Areas, and Regions:

Each of these elements of the service structure will be encouraged to involve themselves by providing input about their needs and evaluating world service efforts. The input and evaluations will be sent to the composite group. The fellowship forums will be used to gather additional information and input.

B. The Conference Committees:

Each conference committee will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. Conference committees include all standing committees, currently established ad hoc committees, and the administrative committee.

C. World Service Boards:

Each world service board will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. World Service Boards include: World Service Board of Trustees, WSO Board of Directors, and the World Convention Corporation.

D. World Service Office:

The World Service Office will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. The World Service Office will include in it's assessment all components of the World Service Office.

V. COMPOSITE GROUP:

A. Composition

The composite group will be composed of the following members:

1. One member from the WSC H&I, WSC PI, WSC Policy and WSC Literature Committees
2. One member from the WSC Outreach Ad Hoc Committee
3. One member of the conference administrative committee
- 4 One WSO board member
5. Two WSB members
6. Three qualified, outgoing RSRs

The composite group will have a core group identified under V. A. 3, 4, 5, and 6 above. These members will attend all composite group meetings and other events where their presence is required. The other members may attend various meetings as the need arises, but receive all communications regarding the work of the full composite group. The composite group may also need to utilize the expertise of additional members (no more than 3) to facilitate the development of evaluation tools and the process of interpreting the results obtained.

B. Scope of Responsibility

1. Develop the evaluation tools for the fellowship, boards, committees, office, and forums.
2. Be a resource for utilization of these tools.
3. Evaluate the self-assessment results.
4. Train local members in the facilitation of local fellowship forums.
5. Report directly to the fellowship through conference periodicals and regular progress reports.
6. Be directly responsible to the World Service Conference.

VI. DESCRIPTION OF INVENTORY ORGANIZATION:

The following sequence of events describes the organization of activities to take place during the inventory period.

- A. The inventory plan is adopted at WSC'93. The membership of the composite group, as selected by their respective committees and boards and the conference, is ratified by the conference during the new business

session. Conference participants are encouraged to share the specifics of the plan with their local fellowship.

- B.** During the first four months after the 1993 conference, WSO staff will research all available archives and develop a comprehensive history of the various conference committees and boards, including major discussions and decisions reached. Copies of those histories would then be forwarded to the appropriate committee or board to help in their self assessments at a late October world services meeting. Subsequently, the histories will be made available to the composite group during their evaluation period.
- C.** May 1993 - Support team confers with WSO staff about research completed to locate professionals to help develop the appropriate assessment tools and surveys. All available information is forwarded to members of the support team and composite group. Professional is selected and asked to prepare for meeting in June with composite group.
- D.** Late June 1993 - (Four day meeting) The composite group will meet with the selected professional to develop various inventory instruments. Also, the composite group will develop additional inventory instruments for use by all world service boards and committees. These evaluation tools will include surveys to be mailed to the group, area, and regional levels, instruments for self-assessment, self-assessment evaluations, and tools to evaluate all of world services. Additionally, the composite group will be trained in how to use the evaluation tools.
- E.** July 1993 - Surveys are completed, translated, and mailed to all groups, areas, and regions, asking that they be returned no later than October 15, 1993. Additionally, groups will be asked to send copies of their surveys to their areas and region, and areas to send copies of their surveys to their region to assist in the various committees' efforts in this inventory process.
- F.** September 1993 - Composite group meeting to prepare for upcoming world services meeting in late October and to prepare world services assessment tools. These tools are to be mailed out to conference participants immediately following world services meeting.
- G.** Late October 1993 - All boards and committees will attend the World Services Workshop. All information, forum assessments, and fellowship input must be submitted and received at the WSO by November 10, 1993.
- H.** November 1993 - January 1994 - Support team compiles all the information from surveys and assessments from world service boards and committees and forwards them to the composite group.

- I. February 1994 - The composite group will meet to evaluate all information received and begin preparation of report to be developed at WSC'94. They will also prepare for annual meeting.
- J. WSC'94 - Majority of conference is spent in various inventory and assessment activities. The composite group will report its findings and provide detailed plans for the second year of the process. Additionally, members will be trained in facilitating local fellowship forums.
- K. After conclusion of WSC'94, second set of surveys is mailed out to all groups, areas and regions. All recipients will be asked to respond by July 1, 1994.
- L. May through July 1994 - Local fellowship forums will take place to obtain additional input. The various results of the initial surveys and assessments will be reported upon.
- M. May 1994 - A systems consultant will be commissioned to conduct a systems evaluation based upon all the evaluations and survey results received. The deadline for the completion of this task will be set for July 15, 1994.
- N. Late July 1994 - The composite group will meet to compile all input received and prepare for the expanded world services meeting.
- O. September 1994 - Expanded world services meeting in Baltimore to review the results of the various processes utilized to complete the world services inventory. The outlines for the various proposals will be developed during various small group sessions.
- P. September through December 1994 - Detailed proposals for fellowship consideration are developed and forwarded to the WSC Administrative Committee for inclusion in the 1995 *Conference Agenda Report*.
- Q. WSC'95 - The conference reviews proposals and engage in a resolution process.

VII. INTERACTION PROTOCOL:

A. Project administration

The support team will administer the inventory project. The team, in consultation with the composite group, must approve all major alterations to the defined inventory plan. Any changes with a resulting financial impact must be approved by the Interim Committee.

B. Composite Groups

Once the boards and committees have defined the composite group and the conference has ratified that composition, that group may choose to divide the evaluation effort into smaller groups. Should this occur, the composite work groups will develop task specific reports on their findings outside the full composite group. Upon completion, the composite group will submit their findings to the support team who will disseminate this information to conference participants. Working groups shall consist of no less than four members.

C. Fellowship Forums

These forums will be facilitated by local members. Members of the support team and the composite group will be responsible for facilitation of support for such the forums and will provide assistance with the evaluation and input tools, if necessary.

VIII. REPORTING:

The composite group, through the support team, will provide regular reports utilizing various conference periodicals. Additionally, detailed progress reports will be made following their meetings and the various world service inventory meetings.

To: Members of the World Services Inventory Support Team
From: Vaughan Krueger
Date: May 20, 1993
Subject: Discussion Paper on Approach to World Services Inventory

As agreed at the close of our May 12 conference call, attached for your review is a short discussion paper setting out my thoughts on a method for approaching the World Services inventory.

I understand that the attached will form the basis of deliberations during our upcoming conference call, scheduled for May 26 at 14:30 Pacific Standard Time.

In presenting this strategy, I have been guided largely by the April 30, 1993 memorandum to the Conference from the RSR Working Group on their World Services inventory proposal. My intention is to try to find a way to minimize the draw of the inventory on the human and financial resources of the service structure, so that we may quickly return to devoting our best efforts to the direct pursuit of our primary purpose, carrying the message of NA recovery to the still-suffering addict.

In my view, it would be desirable to have a first draft of a discussion paper, perhaps based on steps one and two of the attached, circulated in advance of the first meeting of the Composite Group. This would allow Composite Group members an opportunity to advance their thinking on the issues to be discussed before the meeting, and would provide the Group with a document on which to focus at the meeting itself. Given the availability of modern communications technology and the cost of travel, an initial meeting of the Composite Group without the prior circulation of some form of discussion paper would appear to be a questionable use of the Fellowship's time and money.

It remains my sincere belief that if we do our homework and proceed in a rational way, rather than allowing ourselves to become locked in to an inflexible process which may turn out to be poorly suited to the task at hand, the World Services inventory can be completed with in-house resources with relatively little difficulty.

Attachment.

BLUEPRINT FOR THE NA WORLD SERVICES INVENTORY

Issue

The purpose of this short paper is to spark discussion on the mechanics of the World Services inventory process by providing an overview of one method of approaching the inventory. Please note that if a decision is made to adopt the process set out below, it would need to be refined and fleshed out before it could be implemented.

Context

The task of completing an inventory like the one envisaged by the WSC may seem daunting at first blush. However, it is in fact relatively straightforward as long as it is broken into manageable pieces and approached in a systematic way. The method outlined below seeks to do this by first identifying the objectives of the inventory exercise, and then defining them in practical terms, i.e. questions to be answered. When agreement is reached that the right questions are indeed being asked, the next step is to determine the information necessary to answer them. Some of the information may be readily available from existing sources. Other data may need to be collected especially for the inventory.

Once there is agreement in specific terms on the objectives of the inventory and the information required to meet them, it is then possible to take informed decisions about ordering the sequence of the work, setting deadlines, and crafting data collection instruments. It will also be possible to decide whether there is a need to engage a consultant, and also to identify the purpose(s) for which a consultant would be retained.

On a slightly more abstract note, it would seem worthwhile for those involved in the inventory to have an awareness from a theoretical standpoint of how they view the functioning of an entity like NA World Services, i.e. from a mechanistic perspective like structural-functionalist theory, or from a dynamic or processual viewpoint like systems theory. While this may have little bearing on the doing of large parts of the inventory, it becomes more important when defining problems and proposing solutions.

Inventory Process

As undertaking an inventory is in many respects similar to going on a journey, a logical first step is to obtain consensus on exactly what the inventory is meant to achieve. One way to do this is to seek agreement on a list of objectives for the inventory. In setting objectives, it helps to

think in terms of what use the Conference may wish to make of the inventory's findings. A practical help for identifying objectives may be to try to define the index of chapter titles of the inventory's final report.

A list of objectives drawn from the April 30, 1993 memorandum from the RSR Working Group to the Conference is shown below. The list is meant to be illustrative, and would need to be modified to ensure that all relevant concerns on objectives are taken into consideration.

1. OBJECTIVES

- (a) To review the goals of World Services.
- (b) To assess the efficiency and effectiveness of the World Service Structure.
- (c) To examine communications among the Boards and Committees which make up World Services.
- (d) To evaluate the operations of the World Service Office.
- (e) To assess the performance of the World Service Boards.
- (f) To examine the functioning of the World Service Conference Committees.
- (g) To identify the World Service needs of members, groups, areas, and regions, and to assess their expectations of World Services in meeting those needs.
- (h) To obtain information on the demographic structure and recovery experience of the Fellowship in support of the work of the Public Information Committee.

The second step is to operationally define the objectives in terms of the questions that would need to be answered to ensure that each objective is satisfied. In actually identifying questions, it may be helpful to use a two-stage approach. First make a list of areas of concern related to each objective, and then writing down the questions that fall out of each concern. As an example, let us consider the operational definition of Objective f above. Once again, please note that the following is by no means exhaustive, and is meant for illustrative purposes only.

2. OPERATIONAL DEFINITION OF OBJECTIVE F

(a) Mandate and Objectives

- What is the mandate (area of delegated responsibility) of the Committee?
- What are its objectives (targets or goals).
- Has the Committee's mandate and objectives been modified over time? If so, how?
- How does the pursuit of the Committee's mandate contribute to the attainment of the overall goals of the service structure? To fulfilling the primary purpose of NA?
- How does the Committee serve World Services? Does it also serve regions, areas, groups, and members? If so, how?
- Is the Committee effective in fulfilling its mandate and reaching its objectives?
- Is the Committee efficient in attaining its mandate and achieving its objectives?

(b) Policies and Guidelines

- Does the Committee have formal policies and guidelines governing its operations?
- What are the major elements of the policies and guidelines? (list and briefly describe)
- Are there certain policies and guidelines which are required due to the specific nature of the Committee's mandate? Explain.
- Does the Committee make extensive use of its policies and guidelines, or do they serve mainly as reference points?
- Does the Committee on occasion see fit to waive certain provisions of its policies and guidelines (if so, which ones), or are they upheld in all or virtually all instances?

(c) Structure and Operations

- What is the structure of the Committee?
- What are the roles of its members?
- What specific tasks does the Committee perform? Describe and indicate the amount of time devoted to each.
- How is work allocated within the Committee?
- How does the Committee organize and do its work?
- How does the Committee set priorities?
- Does the Committee engage in strategic planning? If so, how is this done?
- What mechanism is in place to ensure the accountability of members to the Committee? The accountability of the Committee to the service structure?
- How are decisions reached by the Committee?

(d) Human Resources

- How many members does the Committee currently have?
- Is there a limit on Committee membership? If so, how many members may it have?
- How does an individual become a member of the Committee?
- What are the qualifications for Committee membership? Please list in rank order of importance.
- Does the Committee actively seek members with qualifications specific to its work?
- Do all members contribute equally to the Committee's work? If not, explain.

(e) Financial Resources

- How does the Committee obtain its funding?
- Summarize the Committee's budgets for the past five years.

- Describe the process by which its budget is set.
- Summarize the Committee's financial performance relative to its budget for the past five years. Is there a pattern of over- or under-spending?
- How is money allocated for specific purposes?
- How are projects costed?
- Are there guidelines in place to ensure the prudent and efficient use of resources? If so, describe.
- What measures are in place to ensure financial accountability and to prevent the misappropriation of funds?
- What is the Committee's current highest unfunded priority?

(h) Communications Linkages

- Describe and assess communications within the Committee. How much is oral? Written? What modalities (phone, written, meetings) are used? To what extent? Are its communications effective? Efficient?
- Describe the Committee's formal communications and reporting links with the other boards and committees of the World Service structure. Are these adequate and do they operate smoothly?
- List and describe the communications outputs produced by the Committee.
- Does the Committee have a public relations role? What messages are communicated? How? How frequently?
- Does the Committee communicate with organizations external to NA? How? For what purpose?
- What role do informal communications play both within the Committee and with entities both internal and external to NA?

For Objective f, it may be useful to formulate a common set of questions to be answered by all committees, with additional questions to be developed which are specific to the mandate of each individual committee.

The third step is to identify where the information necessary to answer the questions can be had, and to determine how it may be obtained. Some information will be readily available from files, archives, publications, and policy documents. Other data will need to be collected, likely by using surveys and questionnaires.

Once information needs and the tasks necessary to complete the inventory have been determined, it will be possible to establish a critical path for the completion of the inventory. A critical path sets out a goal directed sequence of tasks in the order that they need to be accomplished with a view to reaching a desired outcome, and then allots time for their attainment. When completed, a critical path would provide a list of project milestones that would need to be performed by certain dates in order for the inventory to be finished on time. It is a useful tool for ensuring that work is proceeding apace, and that the time constraints for project completion are being met.

The completion of the first three steps would allow for a close assessment of which tasks the Fellowship is capable of performing on its own, and which tasks, if any, would require the assistance of an outside consultant. In this latter regard, the exercise would also be of assistance in drawing up the terms of reference of a possible consultancy contract, and in assessing the credentials of prospective consultants.

On the compilation and analysis of data, because the inventory would likely involve only descriptive statistics, rather than the multivariate techniques commonly associated with scientific research (i.e. attempting to show cause-and-effect relationships), the sort of number-crunching involved in assessing the questionnaire data is unlikely to go beyond simple arithmetic (i.e. calculating averages by addition and division). While entering the data would be a repetitive task, the actual calculations could be done on any PC using standard spreadsheet programs. If for some reason a decision were made to undertake empirical research, the data analysis would be somewhat more complicated, but could likely still be done on an ordinary PC. Once again, the key would be to have the data entered in electronic form.

One further note on data analysis. It is probably good idea to agree on the rules for data interpretation before the research, and especially the questionnaire research, is conducted. This would reduce the potential for disagreement later on should some results prove contentious. For example, what would happen if groups in a few regions had a far higher rate of response to an inventory questionnaire than those in the remainder of the Fellowship? Would the responses be recorded as received, or would a weighting scheme be introduced to compensate for the response rate differential?

After the analysis of data would come the conclusions and recommendations: The considerations relevant to these sections will clearly be heavily influenced by the findings of the analytical sections of the inventory. The final stage is the packaging and production of the inventory report. And that's all there is to it.

data Q:\exec\consult.var

May 4, 1993

fullname
address
city, state zip

Dear firstname,

Your firm has been chosen as a finalist in the decision process to select a consultant firm to assist us with our upcoming inventory process. This process has been initially described in the enclosed paper titled "NA World Services Inventory: A proposal from the RSR Working Group." This initial proposal was presented to our World Service Conference to identify a starting point. We realize professional analysis of this plan may result in recommended changes in design, implementation, or timetables. We have also sent under separate cover a compilation of background material to help you better understand our fellowship and its service structure. We would appreciate your comments on the following:

1. What consultant services could you provide to assist with this process?
2. What World Service Office staff involvement would you see as necessary?
3. What range of consulting expense could we expect for the consultant services you recommend?
4. We have tentatively scheduled a four-day working session to develop research instruments for June 24, 25, 26, and 27. Would you be available to participate in this meeting?

We would appreciate your comments faxed to the World Service Office (fax 818-785-0923) by May 20th. If additional information would be helpful, please call Joe Gossett immediately at 818-780-3951.

Thank you for your willingness to participate in this selection process.

Sincerely,

Joe Gossett, Executive Director
World Service Office, Inc.

JG/dr
Enclosure

Q:\exec\consult.doc

fullname,address,city,state,zip,firstname

Director Client Relations

Center for Creative Leadership,PO Box 26300,Greensboro,NC,27438-6300,Sir

Glenn Tecker

Tecker Consultants,427 River View Executive Park,Trenton,NJ,08611,Glenn

Paul S. Forbes

Forbes Group,9321 Millbranch Place,Fairfax,VA,22031-1922,Paul

Morgan Lyons

Lodestar Management Research,315 W. 9th St. #401,Los Angeles,CA,90015,Morgan

Harry Talbot

Talbot and Associates,6897 Zelzah,Ventura,CA,93001,Harry

James M. Hardy

Organization Development Consultants,"Route 1 Box 77C - Pippin Hollow",Erwin,TN,37650,James

Michael J. Allison

Support Center Consulting Group,70 Tenth St. Suite 201,San Francisco,CA,94103-1302,Michael

Henry Feldmann

Personnel Management Services,17201 Oroyco St.,Granada Hills,CA,91344,Henry

May 12, 1993

Mr. Joe Gossett
Executive Director
Narcotics Anonymous
World Service Office
16155 Wyandotte Street
Van Nuys, CA 94106

Dear Mr. Gossett:

We are pleased to respond in more detail in your letter of May 4, 1993, requesting our comments on the following questions:

1. **What consultant services could we provide to assist Narcotics Anonymous with its World Services Inventory?**

As detailed in the capabilities kit we sent to you, The Forbes Group and its Mayet Research division have the capability and the experience to assist Narcotics Anonymous with all the objectives listed in the RSR Working Group Proposal, addressing the full scope of the inventory detailed on pp. 4-5. This includes

- the design of assessment tools
- implementation of the assessment process
- analysis of results
- facilitation of meetings, boards, forums, focus groups and group sessions
- systems evaluation of world services
- development of alternative futures, vision, purpose, mission, goals and objectives, strategies and policies, structure, governance, culture, resource allocation
- portfolio analysis and prioritization of programs and resources
- facilitation of the process of proposal development for consideration by the 1995 conference

██████████
COUNSELORS
TO SENIOR
MANAGEMENT

Mr. Gossett
May 12, 1993
Page 2

- establishment of an ongoing process of member-driven strategic quality management.
- assessment and design of appropriate communication channels and vehicles

2. What World Service Office staff involvement would we see as necessary?

Although The Forbes Group has the capability to perform most of the support services required for this initiative, we recommend that Narcotics Anonymous staff assume administrative responsibilities wherever possible. This permits the application of scarce funds to professional counsel rather than to routine tasks that can be done equally well in house at less expense. Specifically, we recommend that staff be responsible for such activities as minutes of meetings, mailings, duplication and printing, meeting arrangements, travel arrangements, arrangements for audiovisual materials, scheduling, etc.

Staff should also play a significant role in identifying and analyzing NA programs and services. The Forbes Group will provide a methodology for assessing the cost-effectiveness of current programs and the opportunity cost of future programs, but the final judgments should be made by volunteers with the informed input of staff..

3. What range of consulting expense could you expect for the services we recommend?

Lacking a specific delineation of the scope of work expected, it is not possible to provide more than a very general guess of what our professional fees might be. Based on the sketchy information now in hand, we would estimate that our fees for providing the services described above would be in the high five figures. However, this is subject to adjustment either downward or upward once we know more about the tasks expected of us.

4. Would we be available for a work session on June 24-27?

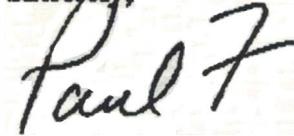
Yes, we would be available to attend and to facilitate such a session, provided that we have a reasonable time for meeting design and preparation.

Mr. Gossett
May 12, 1993
Page 3

We look forward with enthusiasm to the prospect of working with Narcotics Anonymous in forwarding your important work.

We trust that this is responsive to your request. If you would like further information or clarification, we would be glad to provide it.

Sincerely,

A handwritten signature in black ink that reads "Paul S. Forbes". The signature is written in a cursive style with a large, prominent "P" and "F".

Paul S. Forbes
President and CEO

\\wp\proposals\narcotic.512



May 19, 1993

Glean H. Tecker
President and
Chief Executive Officer

SENIOR PARTNERS

Mary Jane Tecker
Vice President and
Administrative Director

Bob Crouch
President
Innovations Plus

Kernit M. Eide
President
K. M. Eide & Associates

Stephen J. Michele
President
S. J. Michele & Associates

Lawrence N. Garfield
President
The Garfield Group

Catherine D. Bower, CAE
President
Cate Bower Communications

Marybeth Bernhardt Fidler
Principal
Marybeth Fidler, Consultant

Richard F. McAfee, CAE
President
Capital Association Consultants

AFFILIATES

Lang + Associates, P.A.
Certified Public Accountants

Andrew S. Lang
President and CEO

Corporate Management

Jacalyn Sherriton
President

<Thoughtforce> Inc.
Group Decision Software

HEADQUARTERS

427 River View Executive Park
Trenton, New Jersey 08611
(609) 396-7998
Fax (609) 396-6260

Mr. Joe Gossett
Executive Director
World Service Office, Inc.
Narcotics Anonymous
P.O. Box 9999
Van Nuys, CA 91409

Dear Joe,

Tecker Consultants (TC) is pleased to respond to the RFP for the NA World Services Inventory.

We generally find the process of RFPs inadequate in developing an approach that is effective, efficient and responsive to the unique needs of our client. We believe it is critical that the project be designed by the client/consultant partnership to insure full success. We recommend a one-day session be scheduled with the project support team on June 24, 1993, to consider alternative project approaches, identify key stakeholders of the project and desirable levels of staff involvement, and develop a detailed project design and budget. Following the session, we would provide your district with a report detailing the project design identified by the team as most effective for the organization. Not until this time, will the organization be asked to make a final commitment to Tecker Consultants. We have found that this approach facilitates building a healthy client/consulting relationship prior to project commitment.

Tecker Consultants brings a wealth of expertise to this project including indepth data collection, participatory consensus building among the key stakeholders necessary for implementation and effectiveness, facilitation of the development of strategic goals and objectives, organizational assessment and development of implementation plans.

Our approach to this project would be consistent with the following principles:

1. Future roles, services and activities of all organizational components must be aligned with the needs of those served by the organization.
2. Participation of key stakeholders throughout the process is critical to create buy-in and acceptance of those on whom successful implementation is dependent.

3. To the extent possible, nothing should be accepted as a "given" that would constrain the consideration of new approaches for effectiveness.

Our review of the materials received suggested that the best consulting team for the project would consist of Marybeth Fidler (located in southern California), Kermit Eide and Cate Bower. Brief biographies of each are enclosed.

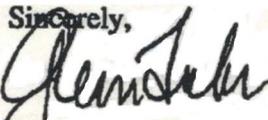
It is difficult to provide a meaningful estimate of the total cost of this project prior to working with the support team to design the project. Our best estimate would place the project in the range of \$25,000 to \$50,000 in professional fees, plus direct expenses. Direct expenses include travel, lodging and meals.

Our fee for the one-day project design session on June 24 would be \$3,000 plus direct expenses.

We view this as an exciting opportunity to assist Narcotics Anonymous in evaluating present practices, describing what success will look like in the future, aligning the organization to achieve this future, and strengthening relationships with the fellowship as a whole.

Please call Marybeth Fidler (310) 439-5759 or me, if you desire further information or have any questions.

Sincerely,



Glenn H. Tecker
President and CEO

GHT/ev

Enclosures

Tecker Consultants

Tecker Consultants is a consulting practice focused on meeting the specialized management, education, marketing and organizational needs of associations. The most successful approaches to research, strategic planning, facilitation and training are carefully integrated to help associations solve problems, and reach new goals.

Working in partnership, consultant and client collaborate on a plan that describes roles, responsibilities and costs. A project team is then assembled to provide the specific talents, subject area expertise, and process competencies needed to meet each project's unique objectives.

Glenn Tecker, President and CEO, is one of the leading experts in the association industry. Together with other partners of the practice, Tecker Consultants has worked with hundreds of national and local associations, societies and issue advocacy organizations to develop and implement integrated strategies in areas involving:

- leadership education
- organizational design
- member needs assessment
- new program development
- vision-driven planning
- governance
- marketing
- issues management
- technology and business systems

Tecker Consultants
427 River View Executive Park
Trenton, New Jersey 08611
(609) 396-7998 • Fax (609) 396-6260

Marybeth Fidler

Marybeth Fidler is a senior partner of Tecker Consultants. She is nationally respected for her skills as a facilitator and strategist. Her work with associations, societies, foundations, and for-profit businesses includes assignments with such diverse groups as The San Francisco Medical Society, The American Association of Medical Transcription, The International Association of Business Communicators, INTEREX, and The National Tour Association. She is often called upon to provide presentation, consultation, and facilitation to organizations examining mission and goals, strategy and consensus building.

Fidler is the immediate past Executive Director of the Association of Junior Leagues International, Inc., a 190,000 member organization based in New York City. As Executive Director, Fidler was instrumental in returning the Association to financial health and stability, rebuilding and strengthening constituent relationships. Her extensive association experience includes 10 years as both a Board Member and President of Financial Women International (formerly known as the National Association of Bank Women, Inc.).

Prior to joining the Association of Junior Leagues, Fidler served as Senior Vice President of Commercial Lending and Financial Services at Sovran Bank/DC National in Washington, DC. She completed her 14-year banking career in 1987, declining two bank CEO positions in favor of association management.

A published poet and acrylic abstract artist, Fidler has co-authored a book on leadership competencies for the 21st century which will be published in August, 1993. She has written articles on women, organization, and leadership published in the *Wall Street Journal*, *ASAE's Leadership Magazine* and other business publications and has appeared on the TODAY Show discussing access to business credit. She is nationally recognized as a strategic thinker and an accomplished facilitator and consensus builder.

Fidler has served on the Board of Directors of the National Assembly of National Voluntary Health and Social Welfare Organizations, Inc., and the Give Five Committee of the Independent Sector, as a Board Member and President of Big Sisters of Washington, Inc., and as a Board Member of the Washington Urban League. A graduate of Indiana University of Pennsylvania, she resides in Long Beach, California.

Catherine D. Bower, CAE

Catherine Downes Bower is President of Cate Bower Communications, Alexandria, Virginia, and a senior partner in Tecker Consultants, Trenton, New Jersey. In both roles, she focuses on communications as a strategic tool for problem identification and resolution.

Prior to consulting, she served 17 years with the 43,000 member Society for Human Resource Management. As Vice President of Communications and Public Relations, Bower concentrated on developing and implementing the Society's ground breaking issues management program. She created the organization's communications function, with responsibility for publications, public relations, marketing, sales and issues management during her tenure. Bower has also worked in employee communication and public relations for a midwestern utility, worked for a midwestern newspaper, and served as a magazine editor and publisher.

A Fellow of the American Society of Association Executives (ASAE), she is a former Chair of the ASAE Communications Section Council and a second term member of the ASAE Foundation Board of Directors. An award winning strategist and writer, Bower has created programs to:

- secure support for organizational restructuring, membership campaigns and significant dues increases,
- identify cutting-edge public policy issues for associations,
- create and recreate award winning publications,
- increase readership and advertising profitability,
- create visibility for national associations in the Washington marketplace, including positioning following relocation,
- execute name and logo changes, and
- assess key stakeholder needs.

She has gained a reputation for creating innovative program solutions to complex problems. She has done consulting projects for numerous organizations, including ASAE, Financial Women International, the American Industrial Hygiene Association, the American Booksellers Association, the National Office Products Association, the National Council on Disabilities, Corporate Health Policies Group, the American Association of Nurserymen, the National Pork Producers Association, American Society of Landscape Architects, the American Academy of Family Physicians and the Professional Plant Growers Association.

A graduate of Kent State University, she is a frequent speaker on communications, public positioning and issues management in the non-profit environment and is a certified association executive.

Kermit M. Eide

Kermit Eide is a senior partner of Tecker Consultants. He is president of K.M. Eide and Associates, a group providing management consulting services to professional and trade associations, school districts, social services agencies, and corporations.

Mr. Eide specializes in the areas of strategic and business planning, industry and competitive analysis, governance and organizational structure and processes, and group and leadership development.

He works with each of his clients as a partner in the design and development of collaborative processes that will develop opportunities, solve problems, and achieve specific organizational goals. Mr. Eide brings group process skills, solid organizational frameworks, and practical group process tools to the partnership with his client. Success for the client is based on (i) strategic thinking based on relevant information, (ii) organization of the analysis and thinking into the development of solutions, plans, or recommendations; and (iii) successful implementation of change initiatives through direct participation, commitment, planning and leadership.

Recent or current clients include:

- **The Association of College and University Telecommunications Administrators, Lexington, KY**
- **The Association for Information and Image Management, Silver Spring, MD**
- **The American Water Works Association, Denver, CO**
- **The Department of Human Resources, Jersey City, NJ**
- **The Derry Township School District, Hershey, PA**
- **Financial Institutions Marketing Association, Chicago, IL**
- **The Human Resource Planning Society, New York City, NY**
- **Indiana Association of REALTORS, Indianapolis, IN**
- **National Funeral Directors Association, Milwaukee, WI**
- **Pennsylvania Association of School Business Officials, Harrisburg, PA**
- **Rockaway Township School District, Rockaway, NJ**
- **Tri-County Community Action Agency, Bridgeton, NJ**
- **United Dairy Industry Association, Chicago, IL**

Following thirteen years in public education, Mr. Eide held management positions in education, strategic planning, and organizational consulting with AT&T. He was a founding partner of Organizational Initiatives, Princeton, NJ in 1987 before forming his own consulting firm in 1989 and establishing his relationship with Tecker Consultants.

Lodestar*

May 19, 1993

Joe Gossett
Executive Director
World Service Office, Inc.
Narcotics Anonymous
P.O. Box 99
Van Nuys, CA 91409

Lodestar
Management/
Research, Inc.

315 W. Ninth Street
Suite 401
Los Angeles, CA
90015
(213) 891-1113
FAX (213) 891-0055

Dear Mr. Gossett:

This is in response to your request for comments regarding Lodestar's possible consultation for your upcoming inventory process (5/4/93). Addressing each of your questions in turn:

1. Services Lodestar can provide.

We provide our clients with a broad range of quality research services, including assistance with design, sampling, instrumentation, data collection, the analysis and interpretation of quantitative and qualitative findings, and professional writing and presentation. At a minimum, Lodestar would like to assist the NA inventory with developing assessment tools (Objective II.D. from the Working Group Proposal) and conducting the systems evaluation (II.K.).

Beyond that, we would like to offer other research services - e.g, facilitate board and committee reviews, monitor data quality, do automated data processing - which would directly assist the composite group with the tasks in its scope of responsibility (V.B.), and, we think, greatly improve the efficiency and value of the inventory.

Lodestar offers expertise in survey, organizational and group process research. The consulting team for this project, depending on the scope of services requested, is comprised of a Ph.D. sociologist (myself), who will lead the consultation; my associate, an M.B.A./M.S.W., who is a specialist in service organization and management; and three colleagues, including a Ph.D. and an M.S.W., who offer expertise in research, planning and nonprofit workgroup facilitation. One member of the team is African-American, one Latino; one is also an eleven-year AA member.

Consistent with the traditions of NA, and our own preferences, Lodestar's services will maximize client participation and minimize the invasive nature of assessment research. We offer only expert and empathetic advice and assistance, as requested by NA. We will not "do it for you" nor will we argue with your insights as to design and methodology.

2. World Service Office staff involvement.

The type and intensity of WSO staff involvement will depend on their expertise, availability and properly delegated responsibility. We assume that we would work

most closely with members of the composite group, but feel that having WSO staff accessible would be a great advantage, particularly for WSO personnel that might staff the composite group. We do not presume that a great deal of time is available from WSO staff. Project coordination, communications and production services will be needed from NA, as will research tasks, such as data logging and follow-up, not given to the consultant.

3. Range of expense.

If services were restricted to the June 1993 working session and systems evaluation, with very little additional consultation, we feel that we can provide that form of assistance for as little as \$25,000. The consultation with the most benefit to NA, we feel - which would involve the consultant in more co-facilitation at board, conference and group meetings, and a strong involvement in design, analysis, interpretation and presentation - is projected to cost as much as \$85,000. We have also budgeted a mid-range alternative at about \$56,000, which concentrates on instrumentation and systems analysis, but also offers ongoing consultation that contributes a measure of coherency and continuity to the inventory process.

These figures are of course provisional. After some discussion with you, we can provide details of estimated cost, by task, and negotiate which elements you wish to include. We can also remain flexible throughout the project period and offer changes in our involvement based on any new contingencies and your satisfaction with our working relationship. Regardless of any such changes, we will commit ourselves to a quality consultation within a limited maximum budget.

4. Meeting availability.

We have reserved the June 24-27 period to participate in the working session. I am available to attend the full period. Other members of the consultation team may also be available, as appropriate and feasible.

Please let me know if we can provide any additional information. Our interest in this project is quite high, particularly after reading the excellent material you sent about NA.

Sincerely,



Morgan Lyons, Ph.D.
President

jj0519

TALBOT & ASSOCIATES

6897 Zelzah
Ventura, CA 93001
(805) 648-7903

April 15, 1993

Dear Inventory Planning Committee,

Based on my knowledge of NA through my work as a WSO first aid consultant, as a school administrator and as a personal friend of Joe Gossett I would like to participate in your upcoming inventory process.

My academic background includes a masters degree in public policy from Claremont Graduate School with an emphasis in program evaluation, a secondary teaching credential from UC Santa Barbara, Adult Education and Community College Credentials from UC Santa Cruz, and graduate work in Total Quality in Educational Administration through California Lutheran University.

My experience with nonprofit organizations includes Operations Supervisor for the Milpitas Youth Center, Associate Executive Director for United Way, Operations Director for United Boys. Consulting assignments have included Long Range Planning Consultant for Santa Barbara City College, Board Development consultant for the United Way of Indian Wells Valley, and Safety Services Consultant for Las Virgenes Unified School District.

I have recently developed a specialty in providing consultant services to large organizations in the area of Total Quality Management and customer service, clients have included the Air Force Flight Test Center, the Desert Warfare Training Center, Air Material Command, and LA Unified School District.

My primary focus has been needs assessment and board development. This background combined with experience as an adult educator may uniquely qualify me to assist you in your upcoming inventory.

My orientation would be to assist you in developing an efficient and effective way to complete the inventory rather than to do it for you. This approach allows you to complete the process for this and future inventories while keeping costs at a minimum.

My Southern California location would enable me to maintain a minimum level of ongoing contact for the foreseeable future.

I look forward to meeting with you at your convenience to discuss your needs and how I can serve you.

Sincerely,

Harry A. Talbot



**Support Center
San Francisco**

70 Tenth Street, Suite 201 • San Francisco, CA 94103-1302 • (415) 552-7584 • FAX (415) 552-8824

**Mr. Joe Gossett
Executive Director
World Service Office, Inc.
Narcotics Anonymous
P.O. Box 9999
Van Nuys, CA 91409**

Dear Joe,

May 19, 1993

Thank you for selecting the Support Center Consulting Group as a finalist to participate in the organizational inventory and planning process which your organization is about to undertake. The background readings which you mailed to us were extremely helpful in providing a solid grounding in both the planning objectives and the structure of your organization.

In reviewing these materials, we were struck by how well much of our collective expertise in consulting fits with the type of planning you are going to do. Our familiarity with the diversity in nonprofit management and governance models will support the systems analysis desired. Our extensive experience in research and planning is well suited to your information gathering and decision making needs. In addition, because of our long involvement in the management training arena, this project is an ideal opportunity to train "trainers" and meeting facilitators within your ranks to assist with the project and build internal capacity.

The Support Centers of America (SCA) now has offices in fourteen major cities throughout the United States. As the largest center in this network, San Francisco staff have assisted with efforts as wide ranging as the National AIDS Partnership strategic planning process coordinated from Washington D.C., the Junior League of New York's financial management assessment, and the National Hispanics in Philanthropy conference in Chicago. Most recently SCA has begun to offer management assistance through partnerships with the newly developing non-governmental sectors in Egypt and Eastern Europe. With the national office moving from Washington to San Francisco in June of 1993, this is a resource that will be readily available to support our work with you.

Attached is an outline of the consulting services we can provide based on our understanding of the scope of work currently envisioned. A worksheet details the significant "events" planned in the life of this project and where we would expect to be involved.

Depending on our involvement in the survey data processing and on our involvement with the worldwide fellowship forums, the range of expense is estimated at between \$80,000 and \$100,000, exclusive of travel, printing and other direct costs. This is based on a daily rate of \$600, and a total of 100 to 120 days of work over the two year period (4

"Developing Excellence in Nonprofit Management"

to 5 days per month on average). Obviously, if our discussions continue we will both want to be more precise about our involvement and the overall cost expectations.

The primary consultants who would be working with you are myself and another of our staff consultants, Tim Wu. Resumes and references are enclosed. At least one of us would be able to participate in most, if not all, of the June 24-27 planning session.

Please don't hesitate to call with any questions. Thanks again for considering the Support Center Consulting Group for this exciting project. We look forward to hearing from you.

Sincerely yours,

A handwritten signature in cursive script that reads "Mike Allison".

Mike Allison
Director
Support Center Consulting Group

enclosures

**Proposed Workplan
for
World Service Office, Inc.
Narcotics Anonymous**

Objectives

In keeping with the guiding tenets of Narcotics Anonymous, the primary goal of the Support Center Consulting Group (SCCG) in the course of this project will be:

☛ **To create a Partnership;** the SCCG will work with the WSO in designing and implementing an overall strategic planning process. The emphasis here is on the concepts of equality and joint decision-making, with the SCCG taking the lead in the procedural aspects of organization design, and the WSO defining the particular substantive areas for research, discussion, and change. A primary outcome will be that NA will emerge from this collaboration with increased internal capacity and more efficient organizational structure. In addition, the WSO will retain ownership and management of the entire process, while drawing on SCCG expertise to avoid having to reinvent the wheel.

Concurrently throughout the planning and inventory process, the SCCG will train WSO personnel and NA members at all levels on facilitation, group management, and other procedural skills. By working with NA personnel to tailor-make procedural structures for the organization, we can provide long-term tools which NA can use independently in the future, rather than having to seek outside help, as changing needs and circumstances develop.

☛ **To develop an Inventory;** utilize research tools, conduct research and data gathering, facilitate the management and use of data, and facilitate development of options and strategies with NA.

Once again, the emphasis here is on a partnership; rather than *telling* NA what path to take, the SCCG will work *with* the WSO in devising several alternate strategies, but vest final decision-making power with NA itself.

Throughout the inventory and data gathering process, the SCCG will develop tools that respect the integral NA tenets of confidentiality and anonymity.

☛ **To develop Recommendations for Action within NA.** Facilitate development of options based upon inventory and suggestions from fellowship groups, areas, regions, and WSC participants. Facilitate analysis of these options and finalization of recommendations to bring to WSC '95.

Components of Workplan:

1. *Organizational Inventory:*

☛ **Identify substantive programs and policies which are working and why, both at local and international level.**

☛ **Articulate key values and internal strengths and challenges for staff and boards.**

- ☛ Address particular operational problems identified by the staff, boards, member groups, and Working Group.
- ☛ Conduct interviews, study groups to analyze goals and objectives of NA membership, both in terms of long-range program goals and internal management concepts.
- ☛ Investigate the problems identified in the paper entitled, "NA World Services Inventory: A Proposal from the RSR Working Group."
- ☛ Review relevant documents including, if necessary: personnel documents, reports to funders, financial reports, etc., to determine whether there are indications of particular problems.

2. Design and Implementation of Decision Making Process:

- ☛ Identify areas of inefficiency, overlap, duplication, and/or conflict in the administrative structure, and develop options for improvement and streamlining. The key to this section is that until now, WSO and NA have been working well. So the crucial element is to identify those barriers which have been created that prevent further gains, and develop programs to remove those barriers, while leaving effective programs in place.
- ☛ Identify communication/management gaps in the infrastructure; identify elements which are effective, those which are outgrown, and those which can be introduced.
- ☛ Design self-evaluation module based upon data collected in Stage 1. Using data from this module, work with WSO to create a jointly facilitated decision-making process.
- ☛ Draft a written report on jointly identified problems, with possible solutions recommended, and the various risks and advantages of each delineated.

3. Capacity Building/Training: (This segment, as noted above, will run concurrently with the data collection and planning processes described above.)

- ☛ Identify what types of support the groups at each level would like from groups at the same level, at other levels, and from the World Service Office, World Service Conference, and Trustees.
- ☛ In the course of interviews and study groups, assess the standard of expertise and familiarity with process issues (i.e., facilitation, group dynamics, organization skills) possessed by NA members at different group levels, and WSO staff.
- ☛ Provide training tools which meet the needs of these staff and members, while drawing on existing expertise and skills. (i.e., train ASR's and RSR's to be more effective facilitators and communicators).

☛ At various stages of the planning process, run "mini-training workshops" with selected staff and members to teach these procedures; so that at a later stage, these people will in turn be able to "train the trainers."

Division of Duties Between SCCG and WSO

This is one of the most important ways in which the SCCG planning process ideally suits the needs of the WSO. By encouraging equal participation at all levels of the decision-making process where ever possible, the SCCG plan will ensure that NA retains ownership of the process from start to finish.

Such individualization of duties as will occur should fall naturally along lines of expertise. The SCCG, with the resources of its national staff (now based in San Francisco), wide ranging expertise in non-profit management, and research and data developing tools specifically designed for use with non-profit organizations, will take the lead in suggesting the most efficient and profitable paths to follow. The WSO, with its intimate knowledge of the particular programs and goals which it wants to achieve, will take the lead in choosing those suggestions and options which most closely meet its needs.

**Narcotics Anonymous
World Service Office Proposal**

Planning Phase	Coordinating Group	Consultant involved?	Complete by:
Events			
Develop histories of each board and committee	WSO	Advisory	summer '93
Develop \$, logistics, reporting for project	Support Team	Advisory	summer '93
Develop assessment tools for committees and board	Composite Group	Yes	complete in June '93
Develop assessment tools for fellowship	Composite Group	Yes	complete in June '93
Send out surveys to member, group, area, regions	Composite Group	Advisory	Summer '93
Data collection and analysis	Composite Group	Yes	fall-winter '93
Board and committee conduct self assessment	boards & cttees	Advisory	fall 1993
Review all input and assessments	Composite Group	Yes	complete by WSC '94
WSC self-assessment	WSC	Yes	WSC '94
Second set of surveys	Composite Group	Yes	spring '94
Data collection and analysis	Composite Group	Yes	spring '94
Fellowship forums	ST & CG	Yes	May-July '94
Systems evaluation of world services	Consultant	Yes	summer-fall '94
Develop Recommendations			
Begin developing recommendations	WSC participants	Yes	circa WSC '94
Develop detailed proposals	Composite Group	Yes	90 days post WSC '94
Accept final proposals	Composite Group	Advisory	WSC '95
Key:			
WSC = World Service Conference (Annual Meeting)			
ST = Support Team (Initiate project)			
CG = Composite Group (Representative Planning Committee)			

Support Center References

1. St. Anthony Foundation

Organization description: \$10 million budget social service agency serving the poor and homeless in San Francisco.

Services Provided: the Support Center has provided a number of services to St. Anthony including work with the management team on an organization redesign project, an extensive staff survey (150 staff members), and many staff training workshops.

Contact: Jeanne Zarka Brooks, Executive Director, (415) 241-2600

2. Special Programs for Youth

Organization description: \$5 million budget program in the San Francisco Office of Public Health working with health needs of high-risk youth.

Services Provided: consultation and extensive data gathering in design and implementation of a strategic planning process.

Contact: Janet Shalwitz, Program Director (415) 753-7780

3. National Minority AIDS Council

Organization description: national organization dedicated to supporting and enhancing the effectiveness of minority AIDS service organizations.

Services Provided: for several years Support Center staff have conducted a variety of workshops at the annual Skills Building Conference for minority AIDS organizations from across the country.

Contact: Paul Kawata, Executive Director (202) 546-6119

Michael J. Allison

348 Duncan St., #3
San Francisco, California 94131
(415) 282-9546

SUMMARY

- Director of Consulting Services, The Support Center. 1990 to present.
- 2 years experience as an independent consultant. 1988 - 1990.
Affiliated consultant with Kaiser Permanente, Northern California Regional Office.
1989 - present.
- Executive Director of nonprofit corporation. 1982 - 1986.
- Masters in Public and Private Management, Yale University. 1988.

PROFESSIONAL EXPERIENCE

Present Position

The Support Center San Francisco, California
Director of Consulting Services, July 1990 to present

The Support Center of San Francisco is the largest of 12 local centers in a national organization, Support Centers of America, whose purpose is to improve the effectiveness of nonprofit organizations. The organization provides technical assistance to nonprofits in the form of training, consulting and information services.

Director of Consulting Services directs consulting program, supervises four staff consultants and ten affiliate consultants, administers all aspects of client intake, assignment of work, record keeping and billing. The program provides 150 client organizations per year with consulting services which include: strategic planning, organization development, financial management, resource development and other management assistance needs.

Director also provides consulting and training services to clients in the areas of organization development, strategic planning, governance and general management.

Consulted with over fifty client organizations on projects including:

- Redesign of the management structure for an organization with 250 staff serving the poor and homeless in San Francisco;
- Development of a five year strategic plan for a Santa Cruz county-wide multi-service organization with a budget of \$6 million;
- Organization development intervention with adoption services organization which had undergone significant transitions in their staff, funding and clientele, to resolve intense conflict among staff and Board;
- Facilitation of numerous meetings, staff and Board retreats and planning sessions.

Administrative accomplishments:

- Increased client revenue three fold over two years;
- Computerized client data base and invoicing system;
- Instituted professional development program for staff and affiliate consultants.

Previous Experience

Independent Consultant San Francisco, California

Northern California Regional Office, Kaiser Permanente Oakland, California
Organization Research & Development Department Intern, September 1989 - June 1990
Consulted to more than 15 different client systems in the Northern California Region at Kaiser during this post-graduate, half-time internship program. Served as process consultant to individual managers, management teams and groups of as many as 40 members. Consulted on the design and implementation of department planning efforts and staff retreats. Conducted training and other group work in the areas of communication, team building and conflict resolution.

Hartford Areas Rally Together Hartford, Connecticut

Executive Director, 1982 - 1986

- Directed, recruited, and trained staff of seven for this community organizing project—a coalition of six neighborhood groups.
- Administered budget of \$180,000. Wrote all grant proposals and directed all local fundraising programs. Streamlined financial management procedures. Provided staff direction to a 20-person Executive Board elected from within the community served.
- Accomplishments of the coalition during this period include: moderate renovation of over 200 housing units, negotiation of increased bank investment in targeted neighborhoods thru the Community Reinvestment Act, passage of a state-wide prescription subsidy bill for the elderly, and passage of city ordinances governing commercial development and protection of low-income housing.

Community Organizer, 1980 - 1982

Organized city neighborhood, trained leaders, researched community issues. Initiated new tenants' organization.

EDUCATION

Yale School of Organization and Management New Haven, Connecticut

Master's degree in Public and Private Management (MPPM), 1988.

Authored case study illustrating nonprofit marketing issues, currently used in marketing curriculum. Tutored finance and economics. Co-chair of the Social Change Interest Group.

Colgate University Hamilton, New York

BA, Economics, 1979.

Member, Omicron Delta Epsilon, Honor Society in Economics.

University of Connecticut Storrs, Connecticut

One semester graduate course in Community Education, 1980

TIMOTHY C. WU

EDUCATION:

- 1989-1992 Harvard Law School, J.D., Cum Laude, June 1992
Board of Student Advisers
Harvard Program on Negotiation
Ames Moot Court Board, Co-Chairperson
Committee on Gay and Lesbian Legal Issues
Asian-American Law Students Association
- 1980-1984 Princeton University, A.B., Politics, June 1984
Summa Cum Laude
Senior Thesis Highest Honors, Politics Dept.
W. Sanderson Detwiler Outstanding Service Award
Senior Class President
Resident Adviser/Crisis Intervention Counselor

LEGAL/MANAGEMENT/NEGOTIATION EXPERIENCE:

- 1990-1992 *Teaching Fellow*, Harvard Program on Negotiation. Chosen by Professor Roger Fisher, author of "Getting to Yes," to teach negotiation workshops. Taught programs ranging from month-long and week-long clinical workshops for practicing attorneys to specifically tailored seminars for international businesspersons, teachers, union representatives, non-profit organizations, etc. Also selected as a member of Professor Fisher's Advanced Negotiation Seminar, in which new methods of ADR are tested.
- Demonstrated methods of principled negotiation in the 1992 film, "Getting to Yes: the Video Workshop," which won the 1992 American Film and Video Festival Award in the category of Business Management.
- 1991-1992 Developed and authored for the Harvard Program a teaching case study entitled "Difference Issues in Negotiation," based upon actual minority attorney experiences in ADR.
- Summer 1991 *Law Clerk, Morrison & Foerster*. San Francisco headquarters. General and securities litigation work. Currently holding open offer for 1993.
- Summer 1990 *Law Clerk, Thelen, Marrin, Johnson, & Bridges*. San Francisco headquarters and Hong Kong branch office. General litigation and international corporate and arbitration/mediation work. Holding open offer for 1993.

TELEVISION/JOURNALISM/COMMUNICATIONS EXPERIENCE:

- 1986-1989 *Associate Producer, CBS News Inc.* Based at CBS News headquarters in New York City. Coordinated breaking news stories for national and affiliate broadcasts. Served as Remote Location Producer for first

Reagan/Gorbachev Washington summit, Constitution Bicentennial celebration in Philadelphia, Statue of Liberty Centennial in New York City, and in various locations across the USA for the 1988 Presidential campaign.

- 1985-1986 *Researcher, CBS News Inc.* Responsibilities included developing story ideas, writing and editing scripts, conducting on-camera and research interviews, and long-term strategizing for features or multi-segment stories. Main Projects included drafting operating manuals for Hiroshima 40th Anniversary commemoration, TWA hijack in Belrut, and "60 Minutes."
- 1982-1984 *Reporter, HK-TVB News.* On-camera evening news reporter for largest Hong Kong broadcast news organization. Named "Most Promising Newscaster of the Year" by South China Morning Post Entertainment Times, Asia's highest circulation English daily publication.

WRITING EXPERIENCE/BACKGROUND:

- 1992 Co-authored pilot treatment for "Cream of the Crop," a situation comedy/drama about ethnic minority attorneys working in a conservative mainstream law firm.
- 1984 Political Science department Highest Honors for "Season of Darkness, Season of Light," an historical novel chronicling the 1949 Communist takeover of Shanghai.

NON-PROFIT/SERVICE ORGANIZATION ACTIVITIES:

- 1984-1988 Princeton University Board of Trustees. Became youngest person to elected as a full-voting trustee. In addition to regular committee service, also chaired Honorary Degrees subcommittee on Arts and Entertainment, and served on committee charged with formulating alcohol and substance abuse program for the university.
- 1985-Present Princeton University Politics Dept. Advisory Council. Council works with Politics department faculty and staff to develop long-range curriculum, review faculty tenure decisions, improve quality and scope of teaching, etc.
- 1987-1990 Si-Yo Music Society Board of Governors. Non-profit organization which helps immigrant children assimilate to American culture through universal language of music.
- 1989-Present Princeton University Class Secretary/5-year term.

REFERENCES: William G. Bowen, President, The Mellon Foundation
Marcy McGinnis, London Bureau Chief, CBS News, Inc.
Professor Roger Fisher, Harvard Law School

OTHER SKILLS: Residency for 11 years in Asia; extensive travel to 5 continents; vocal training; skiing; tennis; SCUBA diving certification; CPR certification; language skills in Chinese and French.



James M. Hardy, Ph.D.

ORGANIZATION DEVELOPMENT CONSULTANT

Route 1, Box 77C • Pippin Hollow • Erwin, Tennessee 37650 • (615) 743 - 7685

May 18, 1993

Joe Gossett
Executive Director
World Service Office, Inc.
Narcotics Anonymous
P.O. Box 9999
Van Nuys, California 91409

Dear Mr. Gossett:

I appreciate your choosing our firm as a finalist in the decision process to select a consultant firm for your project. I also appreciate your sending me the voluminous materials, all of which I have reviewed.

Based on my understanding of the materials, it seems to me that the purpose of what I would call your "Year 2000 Project," is to provide long term direction for the World Service Fellowship and to streamline the organization's structure and delivery system to actualize that direction. More specifically, it seems to me that the project should be designed to:

- Generate definitive and useful internal and external data for goal setting and for organization design with emphasis on evaluation of present World Service practices.
- Give direction and guidance to the organization for the years 1995-2000 through formulation of long range goals and expected outcomes.
- Optimize "ownership" of World Service by ensuring opportunities for influential input and genuine involvement of the membership.
- Provide a streamlined organization structure and delivery system for efficiently coordinating multiple activities, promoting grass-roots involvement, providing needed services and effectively achieving the organization's long range goals and short term objectives.
- Maximize the application of World Service's resources to achievement of priority goals and objectives.

I recommend that the "Year 2000 Project" be accomplished through six separate but interrelated phases. Although the exact content of the

Comprehensive Corporate Planning	Diagnosis, Evaluation, Market Analysis and Research	Team Develop- ment	Management Training Human Relations Training	Interagency Collaboration & Community Development	Creative Program Development	Board/ Executive Roles, Functions and Relationships
--	---	--------------------------	---	--	------------------------------------	--

phases is not determinable at this time, following is a brief description of the process elements of each recommended phase.

Phase I: Diagnosis and Design - This phase begins with a "Year 2000 Task Force" meeting with the Project Consultant to finalize the project design; identify data sources; and provide input on "areas of inquiry" for each data source. In addition this phase includes the accomplishment of several technical tasks: development of instrumentation, pre-testing all instruments, development of interviewer/recorder materials, drawing of samples and finalization of the data tabulation and analysis design.

Phase II: Data Retrieval and Analysis - This phase consists of collecting data from all primary data sources through designated methods (i.e., individual interviews, questionnaires, assessment instrumentation, group interviews, focus groups, etc.); reducing and analyzing all data through appropriate statistical applications and content analysis; and developing a Data Base Report for use in goal formulation in Phase III. In addition, all data related to organization structure and delivery systems will be separately analyzed and summarized for use in Phase IV.

Phase III: Goal Formulation and Approval - This phase consists of conducting a 2-3 day "Future Directions Conference" attended by the organization's key leadership (from 60 to 100 persons). The objectives of the conference are threefold: 1) To become familiar with the organization's corporate planning process and how it will be used; 2) To formulate the organization's corporate goals and expected outcomes for the year 2000, based on relevant internal and external data; 3) To contribute to the on-going re-newal of the organization and commitment to its desired future. Prior to the conference, all participants will receive copies of the Data Base Report (Phase II) for study and review and for deriving implications for the future. Following the conference, the goal formulation may need to be tested with persons who were not present and who need to be involved. Finally, the corporate goals and expected outcomes will be formally approved by appropriate boards and committees, published in an attractive format and disseminated.

Phase IV: Organization Design - This phase consists of the Year 2000 Task Force working with the Project Consultant to: 1) Identify the functions necessary to achieve the organization's goals (using data produced in Phase II and the goals and expected outcomes formulated in Phase III); 2) Develop optional organizational and delivery system models and criteria for judging the models; 3) Select, using a Decision Matrix, the model that best meets the criteria; 4) Fully describe the selected model for presentation to the appropriate committee and/or board for decision.

Phase V: Transition and Operational Planning - This phase consists of the officers and the executive director examining the approved organizational structure and delivery system model (Phase IV) and the organization's corporate goals and expected outcomes (Phase III) in light of the following kinds of questions: 1) What changes will be required in the organization's constitution and by-laws, if any? 2) What new skills on the part of staff and elected officers will need to be developed? 3) What new capabilities and resources

will be required? 4) What are the implications for current policies, procedures and systems? These are only illustrative questions - there will undoubtedly be many others. The officers and the executive director need to set in motion the strategic activities necessary to manage and/or resolve the critical issues raised by the foregoing kinds of questions.

In addition, the officers and the executive director need to identify the organization's operating units and provide appropriate training and support for each unit to generate broad participation in setting annual unit objectives that will move toward the achievement of the organization's long range goals. Finally, the key leaders need to ensure collaboration among operating units and integration of all efforts as a basis for allocating the organization's limited resources.

Phase VI: Implementation - This phase consists of implementing all strategies and achieving all objectives set by operating units. It also involves conducting an annual up-date and review session in which the corporate goals and expected outcomes are reviewed and either refined, changed and/or reaffirmed, based on: 1) Performance on unit objectives and strategies; 2) Changes within the organization; 3) Changes in the environment. At that time also, recommendations should be made for the allocation of resources to ensure that all goals are satisfactorily achieved by the year 2000.

Our firm is prepared to provide consulting services in Phases I, II, III and IV of the project. I will function as the primary consultant for the project. My personal vitae is enclosed which details my background and experience with several client organizations. In addition, data tabulation and analysis and assistance in data collection will be provided by JMH's head of data analysis.

World Service Office key staff will be involved in all phases of the project but will have primary responsibility for retrieval and analysis of membership and financial data in Phase II and complete staff responsibility in Phases V and VI. In addition, documentation of results throughout the project will be a World Service Office staff responsibility.

The estimated consultant cost for the project is as follows:

Consultant Fee (Dr. James M. Hardy)	\$16,000.00
Data Processing	2,500.00
Data Collection/Content Analysis	
Assistant	1,500.00
TOTAL CONSULTANT FEES	\$20,000.00

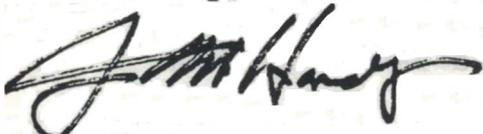
In addition, the cost will include all consultant travel expenses (airfare, ground transportation, hotel, meals, materials, etc.) which cannot be estimated at this time due to lack of information on the location and frequency of meetings.

I cannot attend the entire meeting on June 24-27. I can attend June 25 and 26. It is at this meeting that I would suggest finalizing the project design, identifying all data sources and generating input on "areas of inquiry" for each data source.

Incidentally, we may be able to save some travel expense since I am in Southern California fairly often. For example, I'll be in Bakersfield May 26-30 and in Bakersfield and San Diego July 15-22.

I hope that this letter and the enclosure are responsive to the questions contained in your letter of May 4 and provide the kind of information you require for making a decision on your consultant resource. Please let me know if you have questions and/or if I can provide additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "James M. Hardy", written in a cursive style.

James M. Hardy

encl: Vitae

