

DEBTORS ANONYMOUS 5-YEAR STRATEGIC PLAN 2026-2031

Welcome to the D.A. 5-Year Strategic Plan. This roadmap, approved by the General Service Board (GSB), outlines the vital initiatives designed to strengthen our infrastructure, elevate public awareness, and deepen access to recovery for the debtor who still suffers. By coordinating the efforts of our GSB committees and the autonomous caucuses and committees of the World Service Conference (WSC), this plan provides a unified, transparent vision for the future growth and spiritual health of our Fellowship.

Note on Timelines: Implementation is tracked by Conference Years (CY), spanning August to July of each calendar year.

Note on Acronyms: See the Glossary at the end of this document.

START DATE: 05 AUGUST 2026

1. Goal: Elevate Public Awareness of D.A.		
1.1. Objective: Build a Collaborative, Ongoing Public Information Representative (PIR) Program	Timeline	Responsible Party (bold = primary)
1.1.1. Action: Convene a Public Information Representative Action Team (PIRAT) at the World Level to perform PI and empower D.A. awareness at local events (e.g. EAP fairs, Bankruptcy Attorney conferences, outside 12-step events), provisionally managed by WSC PI.	CY27	G/PI , WSC PI
1.1.2. Action: Increase PI Representative service in local meetings via eNews awareness, webinars, and online forums.	CY27	PIRAT , G/PI, WSC PI
1.1.3. Action: Harness the energy of former GSRs/ISRs aka “service veterans” to serve as local PIRs.	CY27	PIRAT , G/PI, WSC PI
1.1.4. Action: Create and maintain a global PI volunteer list with GSB support.	CY27	PIRAT , G/PI, WSC PI
1.1.5. Action: Invite local groups/Intergroups to compile a collaborative, opt-in global email list of healthcare professionals, finance counselors, bankruptcy attorneys, etc., for PI purposes.	CY28	PIRAT , G/PI, WSC PI, GloCom

1.1.6. Action: Compile a list of annual conventions (including other 12-step programs) and other events appropriate for a PI presence and make the list available to PIRs.	CY29	PIRAT, G/PI, WSC PI
1.2. Objective: Develop Sustainable Public Information Programs		
1.2.1. Action: Ask WSC PI to consider creating “PI Week” for WSC approval to raise awareness of the importance of carrying the message.	CY28	G/PI, WSC PI
1.2.2. Action: Consider official D.A. social media platforms (e.g. Facebook private groups, TikTok) in addition to Instagram and post appropriate D.A. eNews announcements.	CY27	G/PI, CommTech, WSC PI, FCC
1.3. Objective: Create Public Information Content for Free Member Use		
1.3.1. Action: Design and bundle outreach tools (e.g., contact information cards and/or downloadable banners) for local PI events available as free downloads on the D.A. website.	CY27	G/PI, WSC PI
1.3.2. Action: Develop one-page PI materials for healthcare professionals, bankruptcy attorneys, CPAs, and religious leaders about the profound connection between debt, anxiety, depression, and suicide (like labor law posters displayed in breakrooms).	CY28	G/PI, WSC PI
1.3.3. Action: Create template elevator pitches about the importance of D.A. that can be adapted for local relevance.	CY28	G/PI, WSC PI
1.3.4. Action: Convene WSC committees/caucuses to create Public Information (PI) videos and/or video scripts about D.A.	CY28	G/PI, WSC PI
1.3.5. Action: Create an official D.A. YouTube Channel to house PI videos for convenient sharing.	CY27	CommTech
1.4. Objective: Improve Creative Branding of D.A. to Elevate Public Awareness		
1.4.1. Action: Form a temporary “Creative Branding Subcommittee (CBS)” of G/PI.	CY27	G/PI
1.4.2. Action: Research/develop recognizable, optimal D.A. branding; analyze D.A. messaging; and make recommendations.	CY27	CBS
1.4.3. Action: Develop an organization-wide <u>D.A. vision statement</u> for the D.A. website (include language to reach people in diverse populations).	CY27	CBS
1.5. Objective: Conduct PI Marketing for the Release of the D.A. Basic Text		
1.5.1. Action: Create a marketing plan for the release of the D.A. Basic Text.	CY28	G/PI, LitPub
1.5.2. Action: Email an excerpt of the D.A. Basic Text to targeted populations that may refer clients to D.A.	TBD	G/PI, LitPub

2. GOAL: Empower Access to D.A.		
2.1 Objective: Increase Global Membership/Meetings	Timeline	Responsible Party (bold = primary)
2.1.1. Action: Conduct New Meeting Registration campaigns focused on global meetings.	CY27	GSB , GloCom, FCC, RDC
2.1.2. Action: Publicize when meetings are started in new countries and share their format type on socials and <i>Ways & Means</i> .	CY27	CommTech , GloCom, FCC
2.2. Objective: Increase Membership Diversity		
2.2.1. Action: Create an ongoing “GSB Accessibility & Inclusivity Subcommittee (AIS)” of GSB Global/PI, with member majority consisting of ACMs/PCs from underserved and under-represented populations.	CY27	G/PI
2.2.2. Action: Schedule annual listening sessions open to D.A. members from underserved and under-represented populations, guided by outside facilitators.	CY27	AIS , G/PI, UUOC
2.2.3. Action: Design an annual opt-in accessibility and inclusivity training program for the D.A. nonprofit staff and volunteers.	CY27	AIS , G/PI, UUOC
2.2.4. Action: Mentor diverse candidates to perform world service.	CY28	AIS
2.2.5. Action: Review existing world service processes and policies through the lens of accessibility/inclusivity and make recommendations.	CY29	AIS
2.2.6. Action: Record annual data of key demographics of D.A. paid staff/workers and GSB committee/GSB members (on an opt-in basis). HP is in the numbers.	CY27	NomPro , AIS, GSO
2.3. Objective: Retain Members from Underserved and Under-represented Populations		
2.3.1. Action: Conduct targeted member ethnographies and focus groups to gather data to inform the next phase of the D.A. Strategic 5-Year Plan.	CY27	SPS
2.3.2. Action: Ask UUOC to create a “Welcome to D.A.” video script targeted to underserved populations.	CY27	G/PI , UUOC
2.3.3. Action: Create an annual line item in the D.A. Spending Plan for Accessibility / Inclusivity. “Budgets are moral documents”.	CY27	Finance
2.4. Objective: Improve Accessibility		
2.4.1. Action: Conduct an accessibility audit of the D.A. website per Web Content Accessibility Guidelines (WCAG).	CY28	CommTech , TechCom
2.4.2. Action: Conduct an accessibility audit of the D.A. program.	CY28	AIS , G/PI, CommTech
2.4.3. Action: Consider how to increase access for people who can’t interact with a sponsor, action partner, PRG, and/or meetings due to PTSD or other barriers to relational interactions.	CY27	AIS

3. GOAL: Optimize Fellowship-wide Support and Resources		
3.1 Objective: Increase Global Awareness of Fellowship-wide Resources	Start Date	Responsible Party (bold = primary)
3.1.1. Action: Publicize new meetings and share their format type on social media and <i>Ways & Means</i> , possibly highlighting in-person meetings.	CY27	CommTech
3.1.2. Action: Profile existing meetings and regional groups in <i>Ways & Means</i> or the <i>DA Focus</i> .	CY27	CommTech , FCC
3.2. Objective: Plan Ahead for Website Optimization		
3.2.1. Action: Prepare for the next website update by seeking input about website UX via a member survey.	CY30	CommTech , WSC Tech
3.3. Objective: Leverage Continuity of WSC Committees/Caucuses		
3.3.1. Action: Create a video tutorial of what is needed for incoming chairs to lead WSC committees/caucuses.	CY28	CSC
3.3.2. Action: Utilize B.D.A. practices within WSC committees/caucuses with templates to define projects with scope, goals, deliverables, and estimated costs including volunteer time.	CY27	CSC , CommTech, WSC CC, WSC Tech
3.3.3. Action: Consider how to create a more streamlined and easily accessible repository of WSC committee/caucus institutional knowledge.	CY27	CommTech , GSB CSC, WSC Tech
3.3.4. Action: Form an ad hoc committee to conduct an inventory of the D.A. World Service Conference (WSC), including voting representation and meaningful engagement of delegates, and research other 12-step fellowship systems.	CY28	CSC , WSC CC
3.3.5. Action: Consider allowing any member to serve on a Caucus without needing to attend the WSC (and, if approved, consider Caucuses for Solvency, Visions, Steps, and Traditions).	CY28	CSC , WSC CC
3.4. Objective: Enrich Awareness of the World Service Conference, Local Intergroups, and Special Focus Service Groups		
3.4.1. Action: Empower WSC delegates by sending them regular reminders to share announcements from the D.A. website at their meetings.	CY27	CommTech
3.4.2. Action: Convene an annual meeting of Intergroup Officers to share ESH, provisionally moderated by the Intergroup Caucus.	CY27	CSC , IGC
3.4.3. Action: Consider publishing 500-word annual reports of D.A. Intergroups in the <i>DA Focus</i> .	CY28	CommTech , CSC, IGC
3.4.4. Action: If approved by the WSC, publish the regular business meetings of “Special Focus Service Groups” on the D.A. website, upon request.	TBD	CommTech

4. GOAL: Build a Culture of Continuous, Committed Service		
4.1. Objective: Boost a Culture of Sponsorship	Timeline	Responsible Party (bold = primary)
4.1.1. Action: Update the Sponsorship pamphlet with a suggestion for sponsors to recommend that sponsees begin sponsoring before they've completed the Steps.	CY27	LitPub
4.1.2. Action: Send the Sponsor Pamphlet link to everyone via eNews twice a year.	CY27	ComTech , LitPub
4.1.3. Action: Recommend the WSC consider a Sponsorship Caucus.	CY29	GSB , FCC, WSC CC
4.1.4 Action: Recommend that the WSC Fellowship Communications Committee consider creating a "Thank You, Sponsor" day, week, or month to focus on this essential part of recovery.	CY28	GSB , FCC
4.1.5. Action: Create a Sponsor Checklist: "Are you doing service, What next positions are you considering, Have you talked to a newcomer, How many outreach calls have you made, Are you sponsoring, Are you contributing to 7th Tradition, Are you reading literature, Are you subscribed to eNews?"	CY28	LitPub , CommTech, FCC
4.2. Objective: Catalyze Service at Every Level		
4.2.1. Action: Update the Sponsorship pamphlet with a suggestion for sponsors to recommend sponsees take service positions at every level.	CY27	LitPub
4.2.2. Action: Create a Service Study Guide with questions about service (in general and pertaining to each service commitment), inventories, actions to practice new behaviors (character assets) in order to align service work with recovery.	CY29	LitPub , LitCom
4.2.3. Action: Promote post-GSR/ISR service at the GSB level to carry institutional memory forward within D.A.	CY27	NomPro
4.3. Objective: Acknowledge that Service is a 7th Tradition Contribution		
4.3.1. Action: Add to meeting formats a time to acknowledge people doing service (meeting, Intergroup, world level, PI, etc) and time for members to give thanks which is another form of service.	CY27	LitPub
4.3.2. Action: Ask RDC to consider creating an eNews announcement encouraging a moment for members or meeting leads to say what service they're doing during the 7th Tradition (meeting, Intergroup, world level, PI, etc).	CY29	CommTech , RDC
4.3.3. Action: Estimate in writing the dollar amount of in-kind contributions that members conceivably make to the D.A. nonprofit by performing service (in SF, the rate is set at \$42/hour).	CY27	Finance , RDC

5. GOAL: Improve GSB and GSO Infrastructure		
5.1. Objective: Plan to Expand GSO / Paid Workers	Timeline	Responsible Party (bold = primary)
5.1.1. Action: Create an ideal paid staff chart.	CY27	Office-Audit , GSO
5.1.2. Action: Create job descriptions for all new positions in the ideal paid staff chart.	CY28	Office-Audit , GSO
5.1.3. Action: Create a workforce planning chart (e.g., if there is a 10% spending plan surplus over 2 years, then a certain position gets hired).	CY29	Office-Audit , GSO, Finance
5.1.4. Action: Hire in-person temporary paid archivist in the next 5 years to digitize records in the General Service Office (GSO).	TBD	Office-Audit , Finance
5.1.5. Action: Continue to fund the recent position of Publishing and Editorial Manager to help D.A. committees manage the literature backlog.	CY27	LitPub , Finance
5.2. Objective: Expand GSB/GSO Resources and Opportunities		
5.2.1. Action: Create a Board recruitment plan and procedures document.	CY27	NomPro
5.2.2. Action: Create a matrix with skillsets of existing Board members and skills needed currently and in the future (e.g., tech, copyediting, event planning, etc).	CY27	NomPro
5.2.3. Action: Complete update of Trustee Manual and consolidate the current 100+ pages for accessibility.	CY27	NomPro , Manual Ad Hoc
5.2.4. Action: Complete the update of the GSO Procedures Manual.	CY27	GSO , Office-Audit
5.2.5. Action: In advance of the GSO lease renewal in 2028, conduct a relocation feasibility study, considering regions with robust D.A. membership.	CY27	Office-Audit
5.2.6. Action: Track the progress of 2026 Strategic 5-Year Plan actions, evaluate their effectiveness, and recommend any needed adjustments and/or extensions.	CY27	SPS
5.3. Objective: Address the Schedule/Task Overload of D.A. Board Trustees		
5.3.1. Action: Itemize workload of Board members to inform the Fellowship of time commitments beyond what is represented in GSB committee reports.	CY27	NomPro , CommTech
5.3.2. Action: Include projected board member time and capacity on timelines for new proposed world service projects.	CY28	NomPro , CommTech
5.3.3. Action: Seek the ratification of a full complement of Trustees within the next 5 years.	TBD	NomPro , D.A. Fellowship
5.3.4. Action: Consider a PC/ACM position to assist with task management for the GSB.	CY27	NomPro

6. Goal: Raise Spiritually Sustainable Funds		
6.1. Objective: Increase D.A.'s Annual Income	Timeline	Responsible Party (bold = primary)
6.1.1. Action: Encourage everyone to donate at least \$1 to every meeting they attend.	CY27	Finance , RDC
6.1.2. Action: Update meeting formats to add multiple 7th Traditions announcements during the meeting and one timed 30-60 second gratitude pause for 7th Tradition. When gratitude is mentioned, contributions reportedly increase.	CY27	LitPub
6.1.3. Action: Create and distribute a formula for personal spending plans for 7th Traditions.	CY27	Finance , RDC
6.1.4. Action: Create a survey to research how members approach donating to D.A. at the world level.	CY28	Finance , RDC
6.1.5. Action: Include instructions on contributions in every issue of <i>Ways & Means</i> and the <i>DA Focus</i> .	CY27	Finance , CommTech, FCC, RDC
6.1.6. Action: Create a simple one-page chart of the D.A. spending plan and how contributions are spent.	CY28	Finance , RDC
6.1.7. Action: Establish monthly marketing campaigns with clear data about current income reports, and if everyone donated how much that would be, and how specifically that would improve D.A. for everyone.	CY28	Finance , RDC
6.2. Objective: Expand Literature for Sale		
6.2.1. Action: Continue to prioritize the publication of the D.A. Basic Text (approved as a motion in 2007).	CY27	LitPub
6.2.2. Action: Increase funding for translation verification.	CY28	LTL , Finance
6.2.3. Action: Increase funding for publishing, including hiring writers, copy editors, and layout editors.	CY28	LitPub , Finance
6.2.4. Action: Produce audiobooks, large print, and other formats of existing publications to bring in streams of revenue.	CY30	LitPub
6.2.5. Action: Implement a website store to purchase and pay for literature from the GSO.	CY28	CommTech , WSC Tech
6.3. Objective: Improve 7th Tradition Culture		
6.3.1. Action: Schedule Regular Treasurer's Workshops for one year as a trial run, and consider extending.	CY29	Finance , RDC
6.3.2. Action: Update the Sponsorship Pamphlet with a suggestion for sponsors to ask sponsees about their 7th Traditions, referring to Promise Seven: "We will recognize that there is enough; our resources will be generous and we will share them with others and with D.A."	CY27	LitPub

STRATEGIC PLAN ACRONYM GLOSSARY

CY27 = CONFERENCE YEAR 05 AUG, 2026 to 27 JUL, 2027 • **CY28** = 2027-2028 • **CY29** = 2028-2029 • **CY30** = 2029-2030 • **CY31** = 2030-2031

General Service Board (GSB) Level – Acronyms:

GSB = General Service Board

GSO = General Service Office

OM = GSO Office Manager

PEM = Publishing & Editorial Manager

CommTech = GSB Communications & Technology Committee

CSC = GSB Conference Support Committee

Finance = GSB Finance Committee

G/PI = Global / Public Information Committee

LitPub = GSB Literature Publications Committee

LTL = GSB Literature Translations & Licensing

NomPro = GSB Nominations, Procedures & Planning Committee

Office-Audit = GSB Office/Audit Committee

AIS = GSB Accessibility & Inclusivity Subcommittee

CBS = GSB Creative Branding Subcommittee

SPS = GSB Strategic Planning Subcommittee

PIRAT = PI Representative Action Team

World Service Conference (WSC) Level – Acronyms (Committees/Caucuses have autonomy to decide their level of involvement):

WSC = World Service Conference

FCC = WSC Fellowship Communications Committee

GloCom = WSC Global Committee

LitCom = WSC Literature Committee

RSC = WSC Resource Development Committee

TechCom = WSC Technology Committee

UUOC = WSC Underserved, Under-represented

Outreach Caucus

WSC CC = WSC Conference Committee

WSC IG = WSC Intergroup Caucus

WSC PI = WSC Public Information Committee