

My Years with Narcotics Anonymous

by Bob Stone

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In service to the members of Narcotics Anonymous

Manufactured in the United States

Dedicated to:
Bob Stone
His family and friends
All Narcotics Anonymous members, here and gone

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EDITORIAL PREFACE TO THIS REVISED “THIRD EDITION”

The First Edition of Bob Stone’s *My Years with Narcotics Anonymous* was published by Hulon Pendleton Publishing Company, L.L.C. Hulon Pendleton was the first and middle name of Bob Stone’s father. Bob Stone died in 1995. The book was published in January 1997 under the auspices of the “Executive Committee” of Robert W. Richart, William C. Winterfield, Bob Barrett, and Ron L. Hofius.

The “Second Edition” was “Re-printed with permission,” by Bo Sewell in Atlanta, Georgia.

This, the “Third Edition,” was produced in San Jose, CA by Paul S. and nahistorytree.com with the permission of Bob Richart, William Winterfield, and Ron Hofius. A scanned PDF of the First Edition was used. Pages 22 & 23 of that scan were missing so those pages were re-typed from the “Second” Edition. Four chapters were re-typed by Debi R. from the scan. A PDF scan is no better than an image and cannot be used to obtain clear printing. The majority was extracted and converted by using Able2Extract, a superior program to Adobe Acrobat Professional 11, for this process. Nevertheless, the conversion was not perfect so every page and word had to be checked as well as reformatted.

EDITORIAL CHANGES

Index: My experience was that it was difficult to revisit references or research details of specific events I had previously read. So I added an index to facilitate searching. In the soft copy much searching can be done using Word search. However, the index also includes subject issues that do not necessarily have key words. Creating an index was very time consuming and the result is not entirely thorough or refined. The reader is welcomed and encouraged to send to webguy@nahistorytree.com any corrections, additions, and refinements to the index or the text.

For several reasons this book has a different size and formatting from the original. To help those who have the First edition correspond pages with this edition, I have inserted into the text the original First edition page numbers in brackets in bold font such as this: **{n}**. The second edition also has a different paging but it would be too laborious to refer to that paging.

To the Chapter headings I have added, in parentheses, the year or years that chapter covers when it is not evident. Hopefully, this helps the reader in referencing events to the year.

Proofreading: In general, I reviewed Word’s Spelling & Grammar suggestions but these are not always correct and can be misleading. This editor almost entirely did the proofreading.

Punctuation corrections were made as follows:

Commas are always a problem especially since modern usage attempts to avoid commas particularly in short initial prepositional phrases. I tried to determine whether the lack of such commas could lead to a reader’s stumble in differentiating meaning and insert commas or not accordingly. When commas were needed, were excessive, or in the case of typos, I added, or deleted as needed. I did not do this perfectly.

Stone’s brackets were replaced with parentheses. I reserved brackets for editorial notes as in [Ed. note: This is a historical mistake].

Modern usage avoids hyphenated words so I removed hyphens in such compound words as “French-speaking,” but retained them in such words as “fellowship-wide,” often going by intuition as to whether there would be confusion in keeping or removing. Again, I did not do this perfectly.

Several times I removed colons or semi-colons and replaced them with a simple comma or period as the case called for. Bob used “em” dashes excessively as parenthetical phrases so in some cases I thought it better to substitute with parentheses or set the phrase off in commas.

Since page notes provide a formatting nightmare, I used different means to enter notes. If the notes were my own they are entered as [Ed.: xxxx]. If the notes are Bob’s they are entered, [Stone: xxxx] in order to differentiate these from his other parenthetical comments. Bob used parentheses profusely.

Grammar: Only minor grammatical changes were made in an attempt to keep Bob Stone’s style and flavor and to give due respect to him as an author. The grammar check that Word provides suggested many

changes particularly in wordiness, the use of the passive voice, split infinitives, prepositional endings, connective beginnings, contractions, and verbal arrangement. I refused to change these except for some obvious verb agreement problems. I did correct verb agreement such as “was” to “were” when the subject was plural, or simply changed the subject’s plurality if that was a better choice. English usage calls for keeping the same verb tense throughout a sentence so in some cases I changed a verb tense to agree with other verbs in that sentence. I chose to ignore many of the other verb agreement errors in order to keep the text true to Bob’s style and language. On occasion, I thought it best to actually clarify some language with the use of an added or different word such as “each other” instead of “the other.” I did this reluctantly and only when a small change could help.

Spelling: A few misspelled words were found and corrected. Occasionally, I had to insert an “of,” or an “and,” or other short word to make the text clear. On page 325, First Edition, there was a mysterious bracketed [RH1], whose meaning I could not decipher. So I left it in the text for fear of my own ignorance.

Readers are encouraged to suggest any other needed corrections to webguy@nahistorytree.com.

VISION AND ETHIC

Our goal is to provide an inexpensive edition of Bob Stone’s book for the fellowship. The intent is to price the book at printing cost plus shipping and handling. There is no profit in this endeavor. Our time and trouble are not being covered by monetary compensation. There is a reward but it is the reward of being able to repay with a living amends to myself, and to known and unknown others.

I use the term “our” or “we” because there were helpers and supporters to which this project was accountable and certainly even if there were none, the editor does not stand alone. He was brought to this point by others and by circumstances of god’s doing.

Why this book? The answer to that question should be in the reading and the consideration of its magnitude and the back-story to its creation. I want to advise the reader to understand that I did not reprint this book because of any notion that Bob Stone was either a saint or a devil. Some members believe that Bob’s recount of his years in the WSO has inaccuracies and omissions; some even believe that Bob hurt NA. Some believe that Bob saved NA from ourselves and to some degree are not willing or able to think anything less of him. Some believe that Bob had a better understanding of our spiritual principles than many of the members. Some think that Bob was over zealous in his attempts to take control from the office or to direct the destiny of NA. Some think that Bob’s history is an attempt to whitewash his mistakes and to save his face. Yet Bob had a passion for NA. Strangely, it appears that after his death, the memory of Bob faded away rapidly and his legacy seems to be mostly forgotten. Little was said about Bob even after he was removed as Executive Director. His book also seemed to fade away from the attention of the membership. Today, less than two decades later, it comes as a surprise to many who have been around the same amount of time that the book exists.

I read Bob’s book slowly in the process of conversion and editing. My experience is that Stone himself revealed his own character, perspectives, assets, defects, and leanings, as well as those of other persons closely involved in the 1980’s. The overarching fact, though, is that Bob wrote down a history for the fellowship that has gone unmatched in detail and scope. Reading the book carefully revealed to me biases, attitudes, omissions and commissions, inaccuracies and accuracies, and the largeness of the variable of perspective. I gained as much or more than facts and events from between the lines.

What gain? If we cannot learn and understand from history, we are doomed to repeat history’s mistakes and wrong turns. My own political conclusions are not important. History should speak for itself. And the historian’s relationship to history is also as much an integral part of, and significant within that history. My best help is to only give the raw material for you to see and learn. I hope that many others can see and gain, but that I cannot predict or control. But personally and individually, when I understand the actions and reactions of others, I can better understand my own decisions, my own thinking, feeling, and reactions. So knowing history can have a double blessing: It can provide hope for a group to walk forward

having gained from the experience of the past. If that is or is not the case, I always have the opportunity as an individual to see and actualize a better way of relating to others. This is true if I am willing and open minded, no matter what the group sees or does not see, does or does not do. I have been able to ask myself, what would I have done if I were in the position of Bob or others? Were there other ways to see and act on the circumstances? What spiritual principles were ignored or which were actualized? What was sacrificed and what was gained? What was undone and what was overdone? That has been my experience with this book and I have personally learned much from this book specifically and from NA history in general.

My hope is that this book will stimulate further research and understanding of NA history. I hope the reader will take the opportunity to examine the truth both in our fellowship and in the reader's own feelings, thoughts, and reactions. I have found that the history of NA is a microcosmic history of our nation and also the history of humanity. To understand the forces within the formation and development of NA is to understand the forces within humans and human relationships. As above, so below.

paul s. November, 2013

IN APPRECIATION AND RECOGNITION

Although I am only an editor, this work was not easy but it was facilitated with the help of many.

I am grateful to my wife, Tomilu, who patiently bore the loss of my presence while I buried myself in working on this book.

Thank you Bill F., my good friend, who helped, encouraged and understood, and with whom I was able to share a common appreciation of my discoveries in Bob's book, and who looked for resources and answers among the fellowship to questions that arose.

For his encouragement, belief in this undertaking, and going out of his way to help in obtaining permission for this reprinting, I thank Thom M.

Thank you Bob Ri., Ron H., and William W. for your past service and willing support.

Thank you, Chris K., my good friend, for nothing in particular but for much love and insight.

I am very grateful to all the members who have kept and held websites and other venues for NA history such as Bo S., Boyd P., Chris B., Chris Keeley, Dale S., Danny M., Lester, Steve F.

Thank you Bob, for taking even your last days to help us and who I often felt was at my shoulder for some unknown reason.

INTRODUCTION

[Editor: This Introduction was written for and published with the original 1997 edition.]

I first heard the name Bob Stone in 1983. I was a member of Narcotics Anonymous living in the Upper Midwest with a few years clean, reading everything I could get my hands on published by NA world services. NA had just published the Basic Text the previous year. Even from my somewhat isolated vantage point, living in a small struggling NA community far from California, it was obvious that the previous year had been one of great controversy and difficulty for world services. With the first appearance of Bob Stone's name on reports from NA's World Service Office (WSO), however, something was changing.

The publishing of the Basic Text was a watershed event for NA in many ways, one of them being that we now had a vehicle by which to fund a serious World Service Office. Bob was hired during the 1983 World Service Conference to do that. He very quickly instituted the *Newsline*, a newsletter from the WSO to the fellowship at large, and began communicating openly about the current state of affairs and the progress that was being made in developing the office.

Many of us who were in the trenches of the fellowship during those times had been feeling a mixture of an exciting pioneer spirit on the one hand - our grass roots membership had written a book and were building a service structure in places where there hadn't been one before - and on the other hand a nagging fear that it just might all fall apart under the strain of our own controversies and inexperience.

In many local fellowships, members with much clean time often left NA, leaving the local groups struggling. And to add to the feeling of instability, the Basic Text had been written and published amid massive controversies and political fights, some of which seemed at times capable of tearing the fellowship apart. It was a highly charged mixture of lofty aspirations and committed service, as well as strong-willed personalities and bitter struggles. The voice of Bob Stone in those early *Newslines* and other reports was a breath of fresh air. It was clear that he was visionary, confident, honest, and willing to wade right in and tackle our most intractable problems. For many of us, Bob's voice brought renewed hope that NA was turning an important corner. We were maturing as an organization.

My subsequent experiences of Bob were much more personal. I received a call from NA's World Service Office in the summer of 1984. The call came right out of the blue, since their only experience of me was in the form of a few articles I had written for the fellowship's magazine, the NA Way. After some initial questions about my qualifications, Bob came to the phone and we had a long conversation, much like I later saw and heard Bob have with countless other members of NA. There was a lot of laughter and a real sense that this was a guy with something on the ball who cared deeply for NA. I was impressed by both his direct approach to business and his personal charm. By the end of the conversation, he had me talked into at least coming out for an interview and having a look at the WSO.

I ended up taking the job, moving to California, and working for Bob and the WSO for five years. From that vantage point I had the opportunity to witness first hand much of what Bob writes about in the book. Those were thrilling, rewarding years for me personally and for the fellowship as a whole. Bob has captured it quite eloquently in the pages that follow.

In 1993, long after both he and I had left the WSO, Bob discovered that he had incurable cancer. He had the choice to undergo medical treatments, which held out some small hope of success, but he chose not to do that. His position was that he would rather live to the fullest right up to the end than to endure the pain and suffering that these particular treatments brought - and then probably die anyway. It was a deeply personal decision for him, and one that many who loved him urged him not to make, but Bob was going to be Bob: he was clear, and his commitment was unwavering.

He kept this information and this decision mostly to himself for as long as possible. Early on, however, he called me at my office one afternoon. After an unusually long and personal conversation, he told me he had been diagnosed with cancer and would likely be dead in a year or two. After letting the shock of

that one sink in, he said he had one last goal: to write a history of NA. He asked me if I would work as his editor and help him produce the book.

Throughout the years I knew Bob, I knew he was packing away documents and notes with the intent to produce a history of NA one day. He was a real history buff, and he also had a keen interest in politics. He had been involved himself on some level in city and county politics in LA. So he watched and participated in NA's developmental journey with the eye of a historian and the people skills of a politician. He was keenly aware that as time went on, the founding members of NA were getting more scarce. We were losing the wealth of memories and experiences of early NA, and our ability to tell this story was slowly slipping away. He made it his business to talk to these people, and to make notes of these conversations.

So when he learned of his terminal condition, he decided that he would spend his last year or two gifting us with this book. He had no profit motive, since he knew he would be gone before it ever got to print. He simply knew that he was in a unique position, being the non-addict and non-member of NA who had the deepest personal experience and involvement with NA world services of anyone alive. No one else was or would ever likely be in a similar position. As he had done about ten years earlier in accepting the job as our WSO's Executive Director, he jumped right in. This book is the result.

It should be noted here that this book is being self-published. Hulon Pendleton Publishing has no affiliation with Narcotics Anonymous. Though we expect that many NA members will be interested in what Bob has written, we hope and trust that NA's traditions will be respected in keeping this book separate from NA, its meetings and its service structure. This is a book about, not by, Narcotics Anonymous.

The book has two parts. The first part is the result of an exhaustive research project on Bob's part. He scoured the documentary evidence available to him, interviewed everyone he could find who was still living and willing to be interviewed, and reconstructed the early years of NA as best he could. That was a massive challenge, and he would be the first to say he may have gotten certain things wrong. Sometimes memories differed, and other times memories agreed with each other, yet the documentary evidence showed something else. In some cases, documents and recordings were even withheld from him by people still hurt or bitter about certain events that happened during NA's more turbulent times. What he attempted to do was to either simply admit those limitations and offer various versions, or to try to state the most credible version based upon notes or articles from the day and consensus among those interviewed. In the end, some will differ with his version of things. It is even possible that future editions of this book will include corrections as more accurate documents become available. Bob was clear on that, though his efforts to get it right the first time were exhaustive.

The second part of this book, starting in Chapter 11, is a first person account of Bob Stone's experiences with NA. His first actual involvement was much earlier, in 1976 when he was asked to be the parliamentarian of the first World Service Conference, and he speaks of those experiences in the first person as well, but he shifts fully to a first person account when in 1983 he began to have a daily involvement with world services as the Executive Director of the WSO.

Throughout both parts of the book, though it's obviously told from his own perspective, Bob attempts to be fair and objective, giving credit where credit is due and holding back from personal attacks. Still, he is open and forthcoming about the controversies and the personality struggles that were part of the fabric of our fellowship's history. The struggles around the writing of the Basic Text, the entanglements, and factionalism which came to a head when Jimmy was replaced as the WSO Manager, the shock Bob experienced when his own contract was ultimately not renewed. It's all there, and it is truly compelling reading.

The last personal note I'd like to add, and I know I speak for many, many people, even many of his detractors, is a note of gratitude for the heart and soul of Bob Stone, which was dedicated to the service of NA for so many years. I regret that he's gone and won't ever read these words of thanks, but we did take many opportunities to express them over the years. At several of the World Service Conferences I attended

while Bob was Executive Director of the office, all he had to do was walk up to the microphone and say, "Hello, I'm Bob Stone," and the place would erupt in a raucous and sustained standing ovation. Though there were voices and forces within NA who resented and resisted all his efforts over the years, and no one agreed with his every action, the overwhelming sentiment was always love and appreciation for the many gifts he brought to us.

Bob was never quite sure about this Higher Power we all talked about, but this Higher Power had no such doubts about Bob. His heart was true, his commitment was phenomenal, and his immense contribution to NA will, I'm sure, never be fully understood or appreciated. Thank you, Bob, for being a mentor to so many of us involved in world services throughout those years. Thank you for the genius you brought to defusing our craziness and helping us organize our service efforts. And now, thank you for your final act of generosity, your unique perspective on the history of our fellowship. For the guy who never did get much rest throughout your highly charged and productive years with Narcotics Anonymous, may God rest your soul.

Ron H., January 1997

[Editor's note: Bob Stone had pancreatic cancer. He shared that with a few friends and family and indicated that he would not undergo treatment. In the spring of 1995 he returned to the Los Angeles area from a trip around the country. He stayed very briefly and then disappeared. In September of 1995, a hiker found a badly decomposed body in the desert 12 miles southeast of Olancha in Inyo County, California. The body was identified as Robert Bruce Stone. The coroner determined the cause of death as suicide. You can find a more detailed report on nahistorytree.com.]

Chapter One

A Miracle Begins...

“Once you’re hooked, it’s all over. There is no cure. Once you’re an addict you’ll always be an addict until the day you die. Most likely you’ll die in prison, or in a mental institution, or maybe in some alley from an overdose. It’s kind of like going to hell but being here on earth. Only a miracle can save you.”

Those words, or many just like them, are about the only message addicts got from cops, judges, doctors, strangers, family members, and even other addicts in the old days. Until the events described in the first three chapters of this book took place, there was still little or no hope. But some people – a lot as it turns out – thought there might be another way, a way to prove that the old truism, “once an addict, always an addict” was in fact a lie. The trouble was that one addict had to be the first to prove you could truly overcome drug addiction so others could learn how that one did it and follow his lead.

In the 1930’s, two alcoholics named Bill W. and Doctor Bob, through a provident series of events, got together and crafted a solution to alcoholism out of their own experience. That solution became known as Alcoholics Anonymous (AA). The idea that alcoholism is a variation of drug addiction, and that this solution could be applied to people addicted to other substances, undoubtedly occurred to AA members and observers from very early on.

It seems from Bill W.’s writings, and from the letters and reports out of AA’s General Service Office, that many drug addicts were indeed coming to AA meetings to see if that could be the answer. This often caused problems. Some AA members were tolerant of addicts who shared about other drugs, and others were not. The acceptance – and often recovery – of addicts sometimes depended on their drinking history (or their willingness to characterize their using as “drinking” regardless of what it actually was), their appearance, their social status or their relationship to other AA members.

Eventually a few drug addicts who tried the AA route began to get some clean time, but they were mostly scattered and their successes were usually hidden from view. As they gradually began to {1} become more common in AA meetings, a concern began to grow among AA members that these addicts were diluting the atmosphere of identification for alcoholics. Both the drug addict members and regular AA members began to suggest that meetings using the AA Steps should be started for addicts so that AA’s atmosphere of identification for alcoholics could remain sharp, and addicts could develop their own basis for identification. Occasionally these ideas landed on the right ears, and an effort to apply these Steps to drug addiction beyond alcoholism was tried.

The first three chapters of this book tell the story of how this idea was tried in different places by different people over a number of years. Those of us familiar with the NA fellowship of today know that this approach eventually worked, but there were also many failures. From those failures, addicts learned, and along the way Narcotics Anonymous emerged from the haze and survived.

There were two substantial efforts to get something going for addicts, one in New York City, and the other in Los Angeles. There are two threads common to both of these efforts. One is the success of Alcoholics Anonymous, as most attempts by addicts after 1935 to start a group recovery process, were modeled after AA.

The history of Alcoholics Anonymous is so widely known and so thoroughly documented elsewhere that it need not be recounted here. There was, however, an important decision made in AA’s formative years that helped set the stage for the creation of Narcotics Anonymous. Within a few years of its founding, AA committed itself to keeping its efforts focused on one thing: helping people recover from alcohol-

ism. Throughout the years that Bill W. guided AA, he kept their fellowship on that path.

When people came to AA with other problems – gambling, non-alcoholic drug abuse, overeating, etc. – they were encouraged to start their own organizations, and AA even offered the use of their Steps and Traditions for adaptation to those purposes. To preserve the atmosphere of identification for alcoholics, AA elected not to allow their meetings to be used for these other issues. It was in this context that addicts and friends of addicts approached AA on different occasions for permission to build, for drug addicts, an organization based on the AA model of recovery – the Twelve Steps.

The second thread common to both the New York and California Narcotics Anonymous movements was a program for narcotics addicts initiated by the US Public Health Service. By the mid-1920's, the US Health Service found that a growing number of heroin addicts were being admitted to their hospitals, but an effective treatment strategy had not been found. The government thought the problem was so {2} important that in 1929 Congress authorized funds for the development of two heroin treatment programs. The first was started in 1935 at the Lexington, Kentucky, US Public Hospital, and the other opened in 1938 at the US Public Hospital in Fort Worth, Texas. These hospitals initiated various experimental programs in an effort to find a cure or treatment for heroin addiction.

The programs were run as psychiatric hospitals. Between 1935 and 1964, over 87,000 admissions were recorded for both Lexington and Fort Worth. Of these, seventy-two percent were voluntary admissions. Many different approaches were tried and extensive records maintained. There was individual and group therapy, drug experiments using reduced dosages and substitutive drugs as well as restraints for addicts during withdrawal, if necessary. Over time, the Health Services reported success with some patients, but even addicts with several months or years of abstinence would use drugs again and often end up in jail or return to the hospitals. Some addicts were released and apparently never used drugs again, but no treatment could be found which held much hope of producing that result with any kind of consistency.

The solution eventually developed by Narcotics Anonymous was to first understand that the problem was the underlying *addiction*, and to focus on the disease itself rather than on the specific substance around which it manifests in each individual, to adapt the Twelve Steps of Alcoholics Anonymous based upon that premise (NA's first step refers to powerlessness over "our addiction" rather than over any substance), and then to provide an ongoing support group of addicts recovering by way of those Steps. Not all the early attempts to start a Narcotics Anonymous movement had all those elements together. Initially, all that was obvious was that an adapted form of the AA Steps was an essential ingredient.

The most widely known of such early attempts to apply the AA model to a movement for drug addicts arose from a series of events that began in June of 1944 in Montgomery, Alabama. An alcoholic named Houston S. found AA and became a regular member, helping many others find recovery. One man he helped was a fellow named Harry. Harry drank, but he used other drugs too. The meetings seemed to be effective in helping the man stop drinking but they didn't put an end to his other drug abuse. In time Harry was stopped for a traffic violation, but when the officer found drugs in his possession, Harry was turned over to federal authorities. He was sent to the Lexington hospital. After his release he met Houston again and attended AA.

By 1947, Houston had been transferred by his company to Frankfort, Kentucky, not far from the Lexington hospital. As reported in a 1954 *Saturday Evening Post* article about these events, {3} "Harry's troubles kept jumping through my brain," Houston is quoted as saying. "I was convinced that the twelve suggested Steps would work as well for drugs as for alcohol if conscientiously applies. One day I called on Dr. V.H. Vogel, the medical officer then in charge at Lexington. I told him of our work with Harry and offered to assist in starting a group in the hospital. Doctor Vogel accepted the offer and on February 16, 1947, the first meeting was held. Weekly meetings have been going on ever since."

They called the group Addicts Anonymous, and it met continuously until 1996, when Lexington became part of the National Institute of Mental Health and its program emphasis was changed from treatment to research. Houston remained a loyal supporter, attending meetings nearly every week until 1963 when he

turned his duties over to Sterling S., another AA member.

After the Addicts Anonymous meeting had been going awhile, Harry voluntarily returned to the hospital for additional treatment. He began attending the meetings, and this time it worked. Since there were several hundred drug addicted patients in the hospital at the time, attending the meeting was mandatory. But the experiment was successful, and the meeting became a regular voluntary feature of treatment. Even the moderate success was encouraging enough that the Fort Worth facility also started a meeting for addicts. In the years that followed, all the patients who came through the drug program were exposed to these meetings.

A public relations handbook distributed to incoming patients about the Lexington hospital some years later contained the following explanation:

The hospital cooperates in the sponsorship of an Addicts Anonymous group, an affiliation you may well want to continue later in the city where you live. Addicts Anonymous is patterned after Alcoholics Anonymous. Anyone is eligible who admits powerlessness over drugs and expresses a sincere desire to stop taking them. It is a bond of communications for an addict, who, after he goes outside, often feels that no one can understand him but another addict. Joining an Addicts Anonymous group can fill this need, reassure the addict that he is not alone, and reinforce his own determination to stay off drugs by helping other addicts do the same. Regular meetings of Addicts Anonymous are held three times a week. Find out who your Addicts Anonymous chairperson is from your Aid or Supervisor. {4}

The booklet also describes *The Key*, a hospital publication mailed to many former patients and interested professionals across the country:

The Key is the official publication for the Hospital's Addicts Anonymous Group. It is published once a month under the direction of the Vocational and Educational Unit and provides members of Addicts Anonymous with an opportunity to express their views in print. . . *The Key* is devoted exclusively to Addicts Anonymous and related subjects.

Many patients began to attend Alcoholics Anonymous meetings upon their release. An effort was even made by the hospital staff to refer patients to receptive Alcoholics Anonymous members and groups who would take them to meetings. Sometimes patients attempted to start Addicts Anonymous meetings in their hometowns when they were released. A New York City man, Danny C., was one of these individuals.

Danny was an orphan born in Puerto Rico. At the age of five, he was brought by a woman doctor to live with her in St. Joseph, Missouri. Danny began using drugs after a hospital stay while living in Missouri as a teenager. He eventually settled in New York City, living there most of his adult life. The next twenty years were filled with failure – at work, at marriage, and at life in general. Even moving away from New York back to the Midwest ended in failure once again in the grip of drug addiction. His addiction became a cycle of drug use, arrest, hospitalization, and drug use again. He would be apprehended, sentenced to prison or Lexington (sometimes both), do his time, and then return to the streets of New York City. “In the periods when he was free, Danny embarked on a ceaseless quest for drugs and the money with which to buy them” according to one published source.

But in the late 1940's, Danny was getting to the end of his using days. The 1954 *Saturday Evening Post* story mentioned above reports, “On his seventh trip to Lexington, in 1948, he was in a profound depression. After a month of sullen silence, he began attending the group meetings, which were a new feature at the hospital since his last trip. ‘I still wouldn’t talk’ he reports, ‘but I did some listening. I was impressed by what Houston had to say. Harry came back one time and told us his story. For the first time, I began to pray. I was only praying that I would die, but at least it was a prayer.’ He did not die, nor did he

recover. Within six months he was found in possession of drugs and sent back to Lexington for a year – his eighth and, as it turned out, final trip. . . ‘This time things were different,’ he says. {5} ‘Everything Houston and Harry had been saying suddenly made sense.’”

Exactly when the first meetings were started in New York City by Danny is uncertain, as there are inconsistencies in the different sources available. The *Post* article suggests it was after the eighth visit to Lexington, which would place it probably about late 1949. His obituary published in the *New York Herald Tribune* says Danny “‘kicked’ the habit in 1949 after he returned from New York City from his eighth stay . . . at Lexington. This time he brought back with him the idea for NA.” The *New York Times* obituary says, “Danny C. founded NA in 1950. . .” A *New York Times* article dated June 18, 1950, says, “The New York City chapter [of NA] was started five months ago by a discharged patient from the US Public Health Service Hospital in Lexington. Like other members he is known only by his first name, Danny.”

In a 1957 publication of the periodical *Law and Contemporary Problems*, a Dr. Charles Winick wrote, “A related method of therapy is the kind of mutually-supportive group therapy offered by NA, developed at Lexington in 1947 and started in 1949 by Daniel C., an ex-addict...” Dr. Winick was associated with Danny for some time, and served as the Secretary of the corporation they created in 1954 to publish NA literature. In a book titled *The Junkie Priest*, published in 1964, the beginning of NA is quoted as being 1948. And a Salvation Army publication printed in 1964 about Brigadier Dorothy Berry, who helped Danny and his meeting, says, “One of the great helps to addicts is NA. Brigadier Berry has worked with NA since it was first started back in 1947 when she provided a meeting place for the group.” However, both of these earlier dates should probably be discounted. The author of *The Junkie Priest* was using second-hand information about the beginning date, and Brigadier Berry was quite old when the Salvation Army article was written. Furthermore, none of the other sources suggest Danny was aware of the Addicts Anonymous group at Lexington until his 1948 visit. Other sources suggest the period between his seventh and eighth visits to Lexington was brief and not devoted to recovery. This then suggest the most reasonable time for when Danny started the meeting is upon his departure from Lexington near the end of 1949.

So, depending on which source a person elects to choose, NA may have been started by Danny in 1947, 1948, 1949 or in early 1950. The weight of evidence seems to suggest it was near the end of 1949 or the first month of 1950. Dr. Winick had a long-term association with Danny and is probably the best source on this point. The June 18, 1950, *New York Times* article would likely have been developed from Danny as the source and suggests a December 1949 or January 1950 {6} start date. This time frame seems to be the most reliable, when trying to use the best combination of hints from the various sources.

In a 1953 book titled *Monkey on My Back* by Wenzell Brown, Danny is reported to have had a spiritual awakening during his eighth visit to Lexington. As Brown relates it, “Then one night something strange happened, something Danny himself cannot explain. It was during his eighth ‘cure’ at Lexington. He was alone in the darkness of his room. Without conscious volition he began to pray. But this time he did not ask God for dope. Instead, he spoke humbly in the darkness, saying that he was powerless to help himself and that, if he was to continue living, only God could help him. This was, Danny claims, his first honest prayer. . . Danny resolved that morning never to use drugs again; in the four years that have passed since then, he has honored that resolve.”

Brown also reports that, “As soon as possible, Danny went to AA and studied their plan. Some of the program could not be applied to drug addiction [whether this is Brown’s conclusion or Danny’s statement is not known]. Danny borrowed what he could from their experience, but he had no one to call on for help. Many alcoholics have cured themselves, returned to their businesses, and become highly successful. This was not true of narcotics addicts. At best, there were a handful of former addicts who were truly cured. And the lives of these few had been so shattered by the horror of their experience that they were in no shape to help others. Danny must work alone.”

Again, there is no way to determine if this represents Danny’s thinking or the hyperbole of a dramatic writer. If it were true that Danny felt other addicts could not be as capable of helping other addicts as he

was, then the effort was doomed to failure. However, it is likely that Brown was suggesting that in the beginning Danny didn't have others with clean time, circumstance, and perseverance to work alongside him. Even a short association with AA would have taught him that twelve-step work was best done with another member in recovery rather than alone. The claim Danny had no one to call for help seems a little disingenuous, as he certainly had Houston as a reliable resource and supporter. Additionally, several others came to the fellowship in its first year and stayed for considerable periods of time.

Although the extent of participation by others in his group is not known, the group did continue to meet. The May 7, 1951, issue of *Time* magazine included an article highlighting Danny's life and recovery since leaving Lexington the last time. The article cited a celebration to commemorate his first year of total abstinence. When the August 7, 1954, *Saturday Evening Post* article appeared, it noted that Danny had celebrated his fifth year clean. [The inconsistency in clean time is noted, but not explainable.] The *Time* and *Post* articles {7} undoubtedly helped the fledgling meetings in New York, but their impact in other cities is unknown.

From the description given by Wenzell Brown, Danny "was in his mid-forties. His face was gaunt, the skin taut against the bones. His eyes were deep-set, large. His forehead jutted, his eyebrows were heavy, his light-brown hair sparse. His mouth was wide and straight, his chin narrow. There were heavy creases about his lips. His taut body, his drawn expression, his compressed lips, and clipped speech did not impress me favorably." By using Brown's description and the caption under a photograph in the *Saturday Evening Post* article, Danny can be identified in the only published photograph known to exist of him.

Brown attended meetings while gathering information for his book, which chronicled the lives of numerous addicts. Brown gives the following account of his first meeting, which he attended with a police inspector: "When we arrived we found the hall already well filled with perhaps two hundred to two hundred and fifty people. Only a scattering of these people were users or former users. There was a group of students from Columbia's Teachers College. Most of the rest were social workers, public officials, and members of citizen's reform groups.

"A moving picture, Drug Addiction, released by Encyclopedia Britannica was shown. . . After that, Danny announced that three members of NA would tell about their experiences. . ." The third speaker's talk "was followed by a round of applause and then a minister said a brief prayer. Danny called the meeting to a close."

While this New York strain of NA does appear to have used the Twelve Steps as the basis for recovery, the Twelve Traditions do not appear to have been adapted for their use. Danny financed some of NA's daily expenses with money he received from being on welfare. It didn't go far, and there was very little money, if any, received as contributions. Neither Brown nor later writers mention collections being asked for at meetings, suggesting that perhaps they were not. If so, NA in New York at the time might have been depending on gifts from outside individuals and organizations.

Dr. Winick, who by 1957 had served for three years as Secretary of the parent corporation of NA, wrote, "It is typical of our society's attitude toward addiction that NA has never been able to raise funds in the community. Each attempt to raise money has been unsuccessful because the people approached were convinced that the money would be used to buy more drugs for the NA members!"

Danny did not shun publicity. Rather, he used it to help spread the word that NA existed. A number of newspaper and magazine articles mention the New York NA meetings and about the Addicts Anonymous project in Lexington in the 1950's. A few were: {8} the *Chicago-Sun Times* (1950), *Newsweek* (1951), and *Family Circle* (1951). In 1958, the *New York Post* did a lengthy series of articles about addiction and provided information about the NA meetings in New York and their members. The *Saturday Evening Post* article was undoubtedly the most important, as the magazine was, at that time, among the three most widely read publications in the country.

In the *Saturday Evening Post* article, Danny's group told of responding to some 5,000 inquiries and that some 600 addicts had attended one or more meetings since they had been started. Because their ad-

dress was published in the article, they undoubtedly received a considerable number of new inquiries. The Post article reported other NA meetings were also held in several other cities, but no details were provided about those NA meetings.

It had been hard to find a location for a meeting when Danny started NA. At first, the meetings were held at the House of Detention in Manhattan. Later they moved to the Presbyterian Labor Temple on East Fourteenth Street and finally to the YMCA center on Twenty-third Street near Seventh Avenue in Manhattan. The meetings were held at the YMCA for over twelve years. Danny received assistance from local physicians, the Presbyterian Labor Temple, the YMCA and the Salvation Army which gave him a small office for a while, from which to conduct his work. He was tireless and committed to the success of NA.

They had two meetings a week. A Wednesday evening meeting (some reports say Tuesday) was open and often had visitors curious about how to help family members. There was an “addicts only” meeting on Friday evening. Sources differ on the day of this closed meeting, too. It may be that the meeting schedule changed over the years.

Danny worked with addicts wherever he found them. Through radio, newspaper, and magazine stories he did his best to encourage addicts to come to his meetings. In later years he was able to get exposure on local New York television. Among the things he did for addicts, in addition to keeping his meeting going, was to help find work for those who returned from Lexington to live in New York City. And he was always answering letters from across the country. He was constantly going all over New York to help addicts who called.

A lot of people who went through the Lexington program also came into contact with Danny and his meeting. One such many was Mike M., who was in Lexington during 1954. Mike had entered Lexington voluntarily under a program known as “Knock on the Door” admittances. He could have left any time he wanted, but he chose to stay even though he wasn’t included in a medical program. He was simply given time to recuperate after he detoxed. They gave him a job sweeping floors, and when the editor of *The Key* left, Mike got the job. {9} He recalls there were about two hundred patients, and they still had the in-house meeting for addicts.

Upon his discharge he attended one meeting of the New York City group at the YMCA. Although he remembers it only vaguely, he believes they called it “Addicts Anonymous.” Years later he got clean in California and found NA there. In 1971, he helped start NA meetings in the Ventura, California area.

Another Lexington alumnus, hearing of the success in New York, visited that city and then returned to Virginia where he had lived previously. He attempted to start an NA meeting in the Federal penitentiary at Lorton, Virginia. No subsequent references to this meeting have been found.

In 1954, a corporation was formed to publish the literature Danny and his group used. Called The National Board of Narcotics Anonymous, it was a body which described itself this way: “A group of civic-minded citizens, sincerely interested in this problem (drug addiction), functions as the Board of Directors for Narcotics Anonymous. The function of the Board is to direct, guide and coordinate Narcotics Anonymous groups.”

They distributed a pamphlet entitled *Our Way of Life, An Introduction to NA* that briefly outlined their concepts and philosophy. Its format and content were derived from an Alcoholics Anonymous pamphlet entitled *A Way of Life*. The Steps were included, and the wording of Step One is of particular note. Rather than admitting powerlessness over “alcohol” the word “drugs” is used. When California meetings were started in 1953 – the time and place cited by the NA meetings of today as the birth of NA – they elected to substitute “addiction” for Alcohol. This is often cited by NA members as a distinction which forms the basis of the modern NA message. The choice of “drugs” instead of “addiction” suggests that the New York members had not shifted the emphasis off the drugs and onto the disease of addiction as the Californians did. The pamphlet is comparable to the booklet then being used by the California fellowship, with this important difference in the wording of the First Step.

One of Danny’s best supporters was Brigadier Dorothy Berry, a Salvation Army worker who helped

many addicts during the 1940's and 1950's. Dorothy must have been nearly fifty years old when Danny started his meetings. She was a quiet, small woman, and always had a gentle word to say about people. She began helping Danny when he first tried to start a meeting. Dorothy helped the New York meetings until she retired in 1965. She came to the meetings regularly but didn't say too much. {10}

The New York group suffered a setback when Danny, who had stayed clean, died of cancer in 1956. Rae L., who had been his dedicated assistant, took over the group. Rae had been one of the first members to come to Danny's meetings and stay. As the only woman with much clean time, she was esteemed by women who came to meetings, yet brought discomfort to some of the men. Born of Puerto Rican parents, she grew up in Harlem, where she began using as a teenager. She was one of the many women who spent time in Lexington and then found NA in New York City. With a natural beauty and dark penetrating eyes, she was deceptively strong willed.

She did not like AA, and tried to mold NA as a unique entity. Working with Brigadier Berry, they tried to recompose the Steps so they were unique yet held the same simplicity and depth of meaning. This effort turned out to be unsuccessful. The group remained small during the years she led the fellowship, and she became disappointed that few stayed and achieved much clean time.

In the early 1960's, the news media as well as many city and state officials began to think treatment was a better solution to drug abuse than prison. Since she knew more about addiction than city officials did, they eventually sought her out, thinking she could do more as a worker in the system than she could just running a small meeting of addicts. She loved this new challenge, and in 1961 took a position with the City of New York. For a time she had considerable impact on many public officials and helped move policy toward treatment rather than prison. She was able to continue leading the NA meetings and also to influence "the establishment" about positive solutions to addiction. She is reported to have testified before several congressional committees.

Rae appears to have been very effective in this position, as the Mayor and Governor began to promote programs for drug addicts. Unfortunately, however, a change of mayoral administrations came along and her position was eventually downgraded in importance, and then eliminated.

A non-addict acquaintance of Rae's remembers attending meetings in 1958 and 1959. "The meeting was small and a lot of the people who came were still loaded. Rae would lead the meeting and try to show there was a way out of the misery. But each week, there were so many new faces that it seemed like a hopeless task." Nevertheless, they carried on.

One of the few New York members still around from those days is Corinne P., now retired and living in another state. She had been in Lexington for a few months and remembers, "It was just like being in prison." After her release in 1957, she began attending NA meetings in New York. The group didn't have much structure, she remembers, but Rae was a strong, dedicated leader. The group was small {11} and unstable most of the time, since other than Rae, herself, and maybe two other regulars, most addicts only came for a short while. But they tried everything to keep it going. They even appeared on New York television to talk about NA.

Corinne recalls that it was difficult for newcomers. There were no detoxification facilities, and addicts could be arrested for "internal possession" (having drugs in the blood stream at the time of arrest). Addicts who needed to kick often avoided the meetings because the cops came to the meetings too. Corinne relates that they found a place over in Patterson, New Jersey where they could hide addicts for a few days or a week, and that was helpful. Corinne went to meetings for several years, then stopped going, although she continued to be abstinent and helped out when she could.

Sometime around 1961, the parent organization of the New York City group, called the National Board of Narcotics Anonymous, was reorganized and named the National Advisory Council on Narcotics. The new address for the Council was Rae's business address at the New York City Office of Narcotics Coordination.

Another person affiliated with the New York fellowship was Father Dan Egan. Father Egan was at the time well known among women addicts in New York City, as he had been working with troubled teenage girls during the early 1950's. This work led to helping girls and women addicted to drugs. His education about female addicts led him through the streets where they used, the jails and institutions where they were confined, and into the fringes of the organized crime network that controlled drugs in New York. He befriended so many addicts that he was constantly called by them when they were in trouble.

Fran O., a well-known NA member today, remembers Father Egan from the streets of the late 1950's. "He was a little naïve, I thought at the time. He was always trying to help – buy us lunch or something, talk a little religion – but he wasn't judgmental at all." Eventually he came into contact with the fledgling NA group.

As Father Egan recalls, one day in 1959 he was waiting outside the office of a social worker for an appointment concerning one of the women he was helping. He found a small pamphlet about NA in the reception area. His attention was immediately focused on it because he had never heard of NA, although the idea made sense to him. His interest was also stirred because one of his brothers had used drugs and was now going to AA.

Before moving from the table, he read the complete pamphlet, which included notice of an NA meeting every Wednesday at {12} the YMCA. He went to his first NA meeting that night, and he met Rae and a few other addicts.

He recalls there were nearly more visitors (concerned family members, social workers, nursing students, clergy, and maybe even an undercover cop) than addicts. Dorothy Berry was also at this meeting; Father Egan remembered her from when they were both at the women's prison seeing to their separate inmate clients. Father Egan recalls that "Rae seemed to do most everything," and that the meetings were substantially different from NA meetings today. There didn't appear to be clear guidelines for the meetings, and they may not have followed the Traditions very well. "This may be understandable," he comments, "as aside from Rae there were few role models that newcomers could identify with to show that recovery was really possible."

Father Egan began to come to the meeting regularly, mostly to bring addicts, and on occasion to speak. Corinne remembers that Father Egan brought women addicts to the meeting, which helped the meeting's attendance, but it was always difficult to get them to come back. Father Egan recalls that while he was involved, there were meetings at the YMCA, at the House of Detention, a meeting at the St. Augustine Episcopal Church, and one at the St. John Chrysostom Catholic Church. He also remembers an effort to get something going at the prison on Rikers Island. A book entitled *The Addict*, published about that time, confirms the meetings remembered by Father Egan.

About the time Corinne ended her active role in the group, Father Egan was expanding his efforts to help female addicts. An article about his work was published in the September 1962 edition of *The Catholic Digest* which resulted in a wave of interest. He began receiving contributions in the mail from across the country as well as considerable local support. Soon he was able to open a halfway house for women who were being released from institutions or just needing help for their addiction.

The *Catholic Digest* story led to a lengthy story in a major New York City newspaper. The reporter was so enamored of what Father Egan was doing that he went with him for months along his daily routes and eventually wrote a book entitled *The Junkie Priest*. This appellation was given to him by many of the women who were attending the meetings at that time whom he had helped. In the book, Father Egan is noted as being the "chaplain of Narcotics Anonymous founded in 1948 by Daniel C." By the time the book was published in 1964, the halfway house for women was already operating.

The halfway house had been a dream come true, and he got help from many places. Corinne remembers she brought clothes to the house for the women, and Father Egan would sometimes bring women to her house so they could see for themselves that it was {13} possible to stop using drugs. Unfortunately for Father Egan, his superiors in the church didn't take too kindly to his work with addicts, and not long after

the halfway house was created, they assigned him to other areas of work. The house continued for a number of years with social workers running things, but it eventually closed.

In *The Junkie Priest*, Rae is reported to have started meetings in prisons in Marquette and Jackson, Michigan, as well as in Passaic County and in Newark, New Jersey. She is reported to have been planning two meetings for Philadelphia, but no details were given about them.

Some of the New Jersey meetings survived for several years. As reported in the September 1963 edition of *The Key*, five meetings were going strong. In Newark, there was one on Monday at the Mount Carmel Guild Headquarters and another on Thursday on Washington Street. The groups in Hackensack, Passaic, and Jersey City were also still meeting. The article suggests efforts to expand in other cities were being made, but no details were provided. When and why these meetings died is not yet known.

Brigadier Berry's efforts are best reported in The Salvation Army's April 1965 newsletter entitled *The War Cry*. This article, written mostly about Brigadier Berry, touches on the help provided to Danny, and to Rae after Danny died. Ms. Berry was going to the jails and prisons to help women with clothing, counseling, and temporary lodging upon their release. Many female addicts received her attention and assistance. Salvation Army work with addicts in New York City continued to be centered around Brigadier Berry until her retirement in 1965. Rae was reported to have fourteen years clean when the article was published.

During the early 1960's, the political climate for drug recovery began to change. Newspapers were continually carrying stories about the need to provide treatment for addicts rather than to simply throw them into prison. City and state officials were starting programs, including one on Rikers Island. Here addicts were allowed to detox while in custody and some effort was made to provide counseling and job training. Throughout the sixties, New York City and State officials put through larger and larger budgets for medical treatment of addicts; for a time as many as 2,000 hospital beds were allocated for use by drug addicts. Unfortunately, the treatment methodology and aftercare did not include Narcotics Anonymous. It seems that long-term success was rare.

Despite the improved attitude by the government toward treatment, the demise of New York meetings came as a result of the enactment of legislation commonly known as the "Rockefeller Laws." This legislation, enacted in the mid-1960's, provided that drug addicts {14} on probation were guilty of a new felony violation if they were *in the presence* of another drug addict; both could be arrested and sent to prison. This brought the meetings to an end, and the few remaining members faded into the streets. Meetings in New York did not begin again until the early 1980's, after the "Rockefeller Laws" were ignored by addicts and many police officials.

As the New York meetings were about to end, there was an offshoot effort by addicts in Cleveland, Ohio, to start an NA meeting. An addict named Marvin S., sentenced for a drug violation, was ordered to Lexington. On his return home, in 1963, he was referred to an AA member who became his sponsor and took him to meetings. He was soon introduced to an officer in the Cleveland Salvation Army, Captain Edward Diamond. Between them they gathered a few more addicts.

During the fall of 1963 they began meeting in the Cleveland, Ohio Harbor Light Center of the Salvation Army. Captain Diamond obtained excerpts of the pamphlet provided by Rae or Dorothy Berry from New York, and they used this until a complete pamphlet was printed. They also began meeting on Wednesday evenings at the Red Shield Hotel.

An interesting element of this new association was that a lot of them were jazz musicians who started a band together. In December 1963 or January 1964, the group published their first newsletter which reports Marvin was the group secretary. The second newsletter (date unknown) reports three meetings in three locations: Downtown, Cooley Farms and Lexington (a suburb of Cleveland). In this edition, a small note appears stating, "The Harbor Light Center in Los Angeles is taking preliminary steps to start a chapter of NA, following the lead of the Cleveland Harbor Light Center which is believed to be the first Salvation Army Center to sponsor an NA group." Sometime after the third group started, they re-printed the pam-

phlet *Our Way of Life* with information for all three meetings – Sunday, Tuesday, and Wednesday – on the cover.

Elections were held, and officers of the first group (Downtown) were Julius N. and John C., while Marvin continued to serve as secretary. Mention is also made of similar activity in New York. Other records of the Salvation Army suggest that meetings were also held in New Orleans, Los Angeles, and Cincinnati about this same time, but no additional information about the meetings in these other cities has been found. A brief mention in the Second Edition of the Cleveland newsletter offered birthday congratulations to five members of the New York group, which is undoubtedly a reference to the group being kept alive by Rae. {15}

Unfortunately, Marvin relapsed and returned to the Lexington hospital. Twelve years later, he was one of two people who started the first NA meeting in West Palm Beach, Florida.

The Cleveland meetings seem to have had the same start-stop-and-start-again cycles too. In a letter dated March 9, 1965 to the Cleveland Salvation Army headquarters, Captain Diamond reports the meetings stopped at the end of 1964, “as no new addicts were coming to the meetings.” The letter goes on to suggest, “It may be that the group will resume holding meetings later in the spring of this year.” In a 1970 letter from Officer Diamond, by then promoted to Major, he reports that the NA meetings had been continued under lay leadership until October 1, 1970 when they “discontinued holding meetings due to the numerous other groups now providing service in this area.”

As the New York meetings were about to come to an end, a glimmer of hope remained at the Rikers Island facility. One edition of *Our Way of Life* has been found containing a notation that “All meetings are held at the McBurney Branch YMCA at 215 West 23rd Street.” The pamphlet also contains this statement: “The Department of Corrections wishes to express its appreciation to the National Advisory Council on Narcotics, Inc., (Narcotics Anonymous) and Brigadier Dorothy Berry, Director of Correctional Services Bureau for Women of the Salvation Army, for permission to reprint this pamphlet and make it available for distribution to the inmates of our department. Printed at the Rikers Island Print shop – Inmate Vocational Training Program.”

This is probably the best confirmation of the close affiliation between the Salvation Army, the National Advisory Council, and the City of New York. The credit notation would no doubt have been viewed by the California fellowship as being a violation of the Sixth Tradition.

Another issue of conflict that seems possible to identify is how the meetings were conducted. No mention is made of reading the Steps or Traditions, and mention is made by several sources that professionals (ministers, Father Egan, or Brigadier Berry, for example) were allowed to participate in the meetings. Even AA at the time was pretty strict about not letting non-members talk at their meetings. Such a practice would have been unacceptable to the California fellowship.

The Narcotics Anonymous meetings led by Rae, and the support effort that involved the National Advisory Council and the Salvation Army, seems to have faded to oblivion about the time the Rockefeller Laws in New York took effect, except for the meeting in Cleveland that survived until 1970. Sadly Rae died in the early 1970’s without {16} having witnessed her dream of an independent and stable Narcotics Anonymous fellowship.

Many people have speculated about possible contact between the New York City meetings Danny started and those beginning in 1953 in California. It is possible there was some contact. Their connection was probably through the staff at the Lexington Hospital and its publication *The Key*. If there was any contact, it was likely to have happened after the 1954 *Saturday Evening Post* article was published. However, there appear to have been substantial differences between them in how they used and understood the Traditions. Although the California group had its own share of problems in this area, they appear to have held closer to a strict interpretation than the group in New York. The appearance in the *Saturday Evening Post* article of a picture of two members with full-face photographs is an example of the kind of thing the Cali-

fornia fellowship would not have found acceptable. This emphasis on adhering to the Traditions is perhaps the key factor which contributed to the long-term survival of this NA movement as opposed to all the others which ultimately folded.

After carefully considering all the information available about the New York fellowship, it is probably fair to suggest that it was too closely controlled by one member – first Danny and then Rae – and that a group conscience process as presented in the Second Tradition did not exist. Individual recovery did work there, however. This seems to be more evidence that, even though the Steps do work for individuals even without the Traditions enforced, the long-term well-being of the organization comes from conscientious application of the Traditions. Considering this sharp difference between the two groups, it is unlikely that they would have easily formed an alliance, or would have considered themselves part of the same organization. {17}

Chapter Two (1950-1959)

NA As We Know It

There were a number of attempts to start meetings for addicts in the Los Angeles area in the early 1950's. Most were minor and didn't survive very long. The most notable attempt to form an organization by addicts and for addicts occurred in 1953. This attempt involved a number of people, and, as in other cities, had its successes and failures. The most widely known participant in that effort – which ultimately resulted in NA as we know it today – was Jimmy K. He was a leader in the group when it started, but he soon stepped aside when the early group, led by a dominant personality, began to move away from adherence to the Traditions. Jimmy remained close to the group, participated when he chose to or had reason to, and came to the rescue when the group fell apart.

Jimmy K. was reaching the end of his using days at the close of 1949. He had been an addict for a long time and was trying to work, keep his family together and still use drugs. This was not working out very well. He truly wanted to stop. Finally he ended up in meetings of Alcoholics Anonymous. He didn't like being there, and for a long time he was a bit crazy and erratic, as he put it later, but he kept coming back. He went to a lot of meetings, often more than one a day. Jimmy said he knew he had to keep going to meetings or he was going to use again, and he didn't want that.

These were the early days of 1950, and although he had used more than just alcohol, there weren't meetings for people like him in the Los Angeles area, as far as he knew. So he did the next best thing: he went to AA. It may not have dawned on him at the time to start something for guys like him, but it had occurred to others in the Los Angeles area.

About the time Jimmy started attending his first AA meetings, a woman in the Santa Monica area named Betty T. started an organization with the name Habit Forming Drugs (HFD) group. She created guidelines for her movement, some written in 1950 and some as late as 1954. The basics of her organization were that its members attended AA meetings, used AA sponsors, and followed the guidelines {19} for membership that she had written. Her organization is one of those briefly mentioned in the 1954 *Saturday Evening Post* article about NA.

Copies of her writings and guidelines have surfaced in the records of NA along with a copy of a letter from AA founder Bill W. In the letter, dated March 30, 1954, Bill discussed the difficulties addicts had in staying clean, offered congratulations for the work she was doing with addicts, and suggested, "They should surely be allowed attendance at open AA meetings, just as anyone else is." He also mentioned meetings for addicts at Lexington and in the east under the names, "Addicts Anonymous" and "Narcotics Anonymous." It is probable that her group existed, though possibly intermittently, for about five years. Unfortunately, it is not possible to judge the size of her group, or when and under what circumstances it ceased to meet.

In a talk given at NA's twentieth anniversary banquet on August 18, 1973, Jimmy downplayed the Habit Forming Drugs group by saying, "Before [us], there was the Habit Forming Drug groups. These were hidden. These were one or two or three people meeting in apartments here and there. Nobody knew where they were, but they demanded certain things and were dominated by one or two persons. You and I know . . . we [addicts] don't like authority." Yet, he went on, "another group started in the Valley then that also called itself HFD and was dominated by one man."

While the HFD group may have been hidden, as Jimmy suggests, the drug problem in Los Angeles was getting attention from one of the city's three major newspapers. A columnist for the *L.A. Mirror* (later merged with the *L.A. Times*) published a series of articles which, among other things, encouraged hearings by the State Assembly Judiciary Committee. In 1952, the book, *The Narcotics Menace* (Borden Publishing

Co. Los Angeles) contained the following quote about those hearings: “Attending the meeting were two members of the Los Angeles group of NA (Narcotics Anonymous), also known as AA (Addicts Anonymous), an organization founded at the Narcotics hospital at Lexington, Kentucky. They were cured of their addiction and offered themselves as living proof of the fact that given proper treatment dope addicts can be healed.” It is unclear what group these two addicts were part of, but it could have been one of the groups Jimmy mentions. The hearings were probably held in early 1951.

Jimmy spoke of another effort about that same time: “A few of the people I met down on skid row years ago, from East Los Angeles, formed a group known as Addicts Anonymous. They infringed on the AA name, and they died very quickly because they too were dominated by one man. So, we found out very early, and our experience has taught us, that we can have no bosses, no big shots, in Narcotics Anonymous.” {20} Eddie C., who was sponsored by Jimmy during those years, remembers going with Jimmy to the meeting in East Los Angeles and taking people along, one or more of whom were probably loaded at the time. Another Addicts Anonymous group is thought to have existed for a while in the community of Pacoima with Gil von H. as its leader.

The attempts to start Addicts Anonymous meetings in East Los Angeles and Pacoima cannot be dismissed without drawing on the probable connections of their founders with the hospital programs at Lexington or Fort Worth. Since both hospitals were then releasing addicts back to their homes after contact with their in-facility Addicts Anonymous meetings, it seems likely that these meetings are indirectly associated with the hospital efforts. It is also likely that some of those involved with the later attempt to start NA in the San Fernando Valley also were connected to the Addicts Anonymous experience at Fort Worth or Lexington. The monthly publication, *The Key*, would have provided additional insight and assistance to these fragile attempts to start meetings.

Another effort at recovery meetings for addicts was started in the early 1950's in Venice, California. Bob R., a long-time NA member still active in the fellowship at this writing, reports serving as the first secretary of a group called HYAL (Hypes and Alcoholics). Although Bob was not involved long, several members of this group later formed Synanon (a drug addiction treatment program).

There were at least seven separate attempts to start a group or program for addicts in the Los Angeles area in the first few years of the 1950's. Most of the individuals involved were already attending AA meetings. Some, like Jimmy, who got clean in AA in February 1950, were just not comfortable in AA meetings, as they were mostly unwelcome to speak about their use of other drugs.

In the early 1950's, there were nearly a quarter million people living among the twenty-two communities of the San Fernando Valley, a suburb of the City of Los Angeles. Each community had its own name, but they were still part of the City of Los Angeles. These included places like North Hollywood, Studio City, Sun Valley and Pacoima. Adjacent to North Hollywood and Sun Valley is the independent city of Burbank. It was hard to determine where one community began or another ended, as there are no physical barriers and few signs. Consequently, living in the area was like being in one big town.

AA found a foothold here in the 1940's, and by 1953 there were AA clubhouses in Burbank and North Hollywood, about five miles apart. Each clubhouse had six or seven meetings a week, and members {21} frequently went to meetings in other club houses. Sprinkled among the alcoholics were a few who had used a wider range of drugs. Some alcoholics in this area were reasonably tolerant of addicts participating in their meetings, while others were not. Most addicts gravitated to meetings where they were more comfortable, and through careful listening they could usually identify who the other drug addicts were.

In this setting, whenever addicts would have started a meeting, word would have spread to others pretty fast. This is part of the reason that the San Fernando Valley was an ideal birth place for the Narcotics Anonymous movement of today.

Details about the origins of today's Narcotics Anonymous come from a variety of sources, some of which corroborate other sources while others are contradictory. The most obvious source is the infor-

mation Jimmy wrote in the “We Do Recover” segment of *The Little White Booklet* and records of group business meetings. The second source is the oral history Jimmy left us over the years. The third is the oral history from other people who were there at the time or who may have had discussions with the early participants.

In “We Do Recover,” Jimmy says, “With several other addicts and some members of AA, who had great faith in us and the program, we formed in July 1953 what we now know as Narcotics Anonymous.” This is expanded upon by Jimmy in a video tape recording he made in March of 1984, in which he told about the early history of NA. He said the people who got it started were all attending AA meetings and knew each other. They began having meetings in a member’s home early in 1953 to discuss getting a meeting started for addicts, modeling it after AA. He recalled that the meetings were held in the home of Frank and Doris C., who lived about a mile from his own home. This is consistent with another statement made by Jimmy eleven years earlier when he said, “We argued about it for about six weeks before we put those bylaws on paper,” referring to the bylaws adopted on August 17, 1953.

Confirmation of this account was provided by Frank C., when he wrote to the NA World Service Office (WSO) in 1988. He wrote, “The meetings forming NA were held in my home at 10146 Stagg Street, Sun Valley. Several meetings were held before having an NA meeting, Jimmy K., Eddie C., Bud C., my wife Doris (now deceased), myself and others whose names I have forgotten helped in the formation.”

The meetings both men referred to were the informal meetings held sometime between spring and August 17, 1953. If the statement by Jimmy is taken literally, “they began having meetings in a member’s home early in 1953,” it might mean as early as springtime. However his statement “we argued about it for six weeks before . . .” as {22} Jimmy said on other occasions, suggests the informal business meetings may have started about the beginning of July. Frank is less definite, suggesting “several meetings were held.” Both Jimmy’s written statement in *We Do Recover*, “in July,” and his oral statement in 1973, “about six weeks before we put those bylaws on paper,” point to early July. That may well be when the informal business meetings began in the home of Frank and Doris C.

In the short letter, Frank goes on to provide additional information, but it is not clear if he is still referring to the business meetings or the actual recovery meetings. He wrote, “I led the first two or three NA meetings, Jimmy made coffee and brought the doughnuts. Others of the group (referring to the Burbank AA Group to which Jimmy, Eddie, Frank and others also belonged) were at those meetings in support. I am an alcoholic so the then feeling was that the meetings should be of, by, and for addicts . . . I think Cy M. took over then.”

Since he is not clear which meetings he chaired, this clue leaves us with some uncertainty. If he was referring to the meetings in his home, it is unlikely that his wife would allow Jimmy to make the coffee. Such things weren’t done in those days, and suggests this refers to recovery meetings at some other location. And about Jimmy bringing the doughnuts, this too suggests a meeting place away from Frank’s home. Lastly, Frank was elected at the first formal business meeting to serve on the “rotating committee for leadership,” a position that made him one of those to be leader at the recovery meetings when they started. The weight of analysis seems to suggest this second section of Frank’s letter refers to the recovery meetings that began in October.

Furthermore, since Jimmy had about two and a half years clean time by then, Eddie had about a year and a half, and it is probable that Frank and Doris each had at least one year, it is likely they didn’t need others of the Burbank group in support during the informal business meetings to organize their group. So this phrase of his letter also suggests the October recovery meetings.

On the other hand, none of the sources currently available explains who officiated at those informal meetings. In the absence of another authoritative source, the declaration by Frank that he chaired them for the first few weeks seems reasonable and could apply to the informal meetings as well. After all, it was his house. His assertion that Cy M. then took over is not substantiated nor is it challenged by available sources. So it might have been that Cy chaired the informal business meetings while they continued. Un-

fortunately, no records of these informal meetings have surfaced or are known to exist. But on August seventeenth, a formal meeting was {23} held at which a sign-in sheet was created and notes were taken that provide a glimpse of what happened. But more about that meeting later.

There are two entirely different versions to be analyzed about how NA got started. One version of the origin of NA comes from Jack P., an AA member active in the North Hollywood AA meetings from the 1940's. Jack had helped start the Los Angeles AA Institutional Committee in 1946. He retired to Washington State in the 1970's. In 1985, Jack offered to donate his AA Big Book to NA for its historical value. "It was the book," he explained, "that had been used by himself, Jimmy, and others when they held the first NA meetings. In the book they had marked the passages where 'addict' or 'addiction' should be recited rather than what was actually printed." After an exchange of letters and phone calls, Jack was invited to a dinner meeting of the NA Board of Trustees in 1986. He was invited so that he could tell, for the record, what he knew about the origins of NA.

Jack reported he had been approached by a Sheriff's Narcotics Division officer to try and do with drug addicts what he (and others) had done with their AA meetings in the jails. Jack reported these conversations happened, "Oh, about May of 1953, as near as I can check back. . . About the middle of June of 1953, I started a meeting on Moorpark at the church." The Officer promised him that people would come to the meeting if Jack held it; the implication being that he would order addicts to go.

Jack remembers the officer sent three people, and in addition, two women who had heard about the meeting came. One of the women was Penny K., who would later return to the fellowship. One of the men was Cy M., who came back for the second meeting but missed the third. Jimmy wasn't at the first two meetings, but came for the third. When Jimmy started coming, he soon brought Cy back and a man named Scott K. According to Jack, "after eight weeks in this thing, I told Jimmy that I couldn't have any more to do with it because I didn't understand it, and Jimmy said, 'that's fine, I'll do what I can.'" As Jack remembers it, "Jimmy took it over in July, and. . . periodically he and I would talk about what he was doing in Narcotics Anonymous. But that was the total sum of my experience."

Unfortunately, Jack's memory was not entirely precise on every detail (nor should it have been expected to be after so many years) and in some particulars his memory is at variance with Jimmy's. For example, when responding to a question about Shier's dryer (more correctly the North Hollywood Lodge and Sanitarium but known for its medical director, a Dr. Shier), Jack said "but the Shier's dryer thing, that came two or three years after Jimmy had still held this {24} thing going." Jimmy in the 1984 videotape reports the 1953 meeting was moved to Shier's in early 1954, hardly more than three months after they began, and only a short time after Jimmy had resigned from the leadership of the NA group.

Another old timer with memories of having been there at the beginning is Eddie C., and his memory is substantially different from both Jimmy's and Jack's. Eddie came first to AA in Burbank in early December, 1951, to a meeting at which Jimmy was the speaker. They soon became acquainted, and Jimmy took him on as a sponsee. In the years that followed, they were together at meetings several times a week, and spent many hours together just talking or doing things.

Eddie recalls that the addict meeting started because the AA meetings in Burbank and North Hollywood were tired of people talking about other drugs. As Eddie remembers it, he heard that Gil von H. was going to get some people together at his house to talk about their drug addiction. When Eddie decided he would go, he invited Jimmy who went along. There he, Jimmy, Gil, Pat H., Steve R. and others began to meet. Thereafter, for some weeks, they met in Gil's home in Pacoima (near its border with Sun Valley) once a week for an Addicts Anonymous/Alcoholics Anonymous meeting. "They just felt the need to meet and talk more openly about things beyond alcohol; they didn't set out to really start something new like another fellowship," Eddie recalled.

Eddie said they had been meeting for a while before they learned that Doris and Frank had just opened a meeting for addicts in a small building on Clybourn Avenue, not much more than a mile from where they

were meeting at Gil's home. Rather than having two things going, they joined Doris and Frank's meeting. They met at the same place for about six months, and then the meeting moved. "The name Narcotics Anonymous came later," he says, "after they discovered AA General Service Office didn't want people using their initials."

Eddie was aware of the interview conducted with Jack P., as someone sent him a copy. He is emphatic that he doesn't remember even seeing Jack at any NA meetings then or later, although he knew Jack pretty well from AA meetings. As for Cy and Scott, he recalls both from AA meetings, and knew that Jimmy and Cy had some differences, but doesn't recall either Cy or Scott being involved with NA until much later.

There are obvious differences between these three sources and each difference must be examined: first, Jimmy's statement, "we formed in July"; second, Jack's statement that he started the meeting in May and then turned it over to Jimmy; third, Eddie's recollection of meetings at Gil's that joined with the effort started at Doris and Frank's. Unfortunately, neither Jack's nor Eddie's accounts make a {25} distinction between business meetings and recovery meetings. And the written records of the business meetings that began on August seventeenth explain they were still working toward having their first announced recovery meeting. It was subsequently scheduled and held on October fifth, 1953. The way in which the October meeting was planned for and addressed when it was announced, clearly suggests they were not simultaneously holding recovery meetings during the informal or formal business meeting phase.

Since the fellowship has accepted Jimmy's "We Do Recover" statement that, "with several other addicts and some members of AA who had great faith in us and the program, we formed in July 1953, what we now know as Narcotics Anonymous" as the basis of NA history, it seems that a decision must be made to accept information which verifies that and disregard information that is contradictory and which cannot be verified.

If the information about the business meetings that began on August seventeenth is to be accepted as valid, then the contradictions between Jimmy, Jack and Eddie are irreconcilable and two of them must be dismissed. If however, the group was already holding recovery meetings while they conducted their informal and then formal business meetings leading up to the October meeting, reconciliation among two of the sources is still possible.

Let us assume, for sake of argument, that recovery meetings were held simultaneously. With this assumption, it is possible to accept Jack's version and it can fit with what Jimmy wrote, although the dates don't match. Or it is possible that Jimmy and Eddie were talking about the same meeting since Eddie is not specific about the starting date at Gil's house. There can be no reconciliation between Jack's and Eddie's accounts because Jack says his meeting was at the church on Moorpark (in Studio City) and Eddie says his meeting was at Gil's home in Pacoima which is five miles from the Moorpark church.

Furthermore, some of the specific details in both Jack's and Eddie's accounts are impossible to reconcile with what Jimmy left in writings and recordings and other factors known about the period. For example, as to Jack's description of how he organized the first meeting, it does not fit with other factors that are known. In 1953, AA was not really that big in the Valley, and the individuals involved all knew each other and attended many of the same AA meetings. Jack even states about Jimmy, "I had known Jimmy in AA [in] the North Hollywood group, for quite some time and we had become very close friends. I had talked to him about this thing, knowing that he was an addict and never thought to ask him to come and help." If Jimmy was at that very time involved in one or both of the other {26} efforts – the meeting at Gil's home that Eddie remembers or the meetings with Frank and Doris, he surely would have expressed more than casual interest in a similar effort of a good friend in AA. Similarly, Jimmy would have told Eddie, Doris, Frank and the others about his discussion with Jack, though they make no mention of this. It is inconceivable, given these facts, that Jimmy, Eddie, Doris, Frank and others would have sat idly by while Jack started a meeting for drug addicts on his own.

As for Eddie's recollection that there were recovery meetings at Gil's home, it too conflicts with the

record of the formal business Meetings. For example, Eddie says they were already meeting when they discovered Frank and Doris were holding a meeting in a building on Clybourn Avenue. Records of the September fourteenth and twenty-first business meetings indicate that they had just then secured a meeting place at the Dad's Club building on Clybourn Avenue. This does not seem to fit with Eddie's contention that he, Jimmy, Gil and others joined the meeting at that location after it had been going for a while. Eddie also says that the meeting was at the Clybourn location for about six months, and then moved. This is inconsistent with the records indicating that Doris arranged for the location in late September, they started in October, and they moved to Shier's Sanitarium around the beginning of 1954.

There is also a difference in references to key people. Jack says Cy was an early participant, declaring Cy came to the first meeting and then came back later when Jimmy brought him. Eddie, however, says Cy came along later. Cy's participation is not clear until references are given by Jimmy, and they suggest involvement around the beginning of 1954.

Perhaps the most convincing reason to accept Jimmy as the authority on who actually started the first meeting, are Jimmy's words in *We Do Recover* and his own traits of honesty and pride. He never used the singular "I" in describing those events, either in writing or in recorded conversations. He never referred to himself directly or by implication as "the founder." He used the collective "we." This could be modesty, but it also might be simple honesty. While he possessed both character traits, it is more likely that honesty prevailed over modesty in matters such as this. This "we" rather than "I" philosophy was carried on by Jimmy throughout the rest of his life. Only near the time of his death did the movement take fire to pronounce Jimmy as "the founder" rather than being among the "we" who "formed in July 1953. . ."

It is very likely that Jack was involved and was one of "some members of AA" that Jimmy wrote about. And certainly Eddie was one of the founding members. Jimmy's frequent statement that there {27} are no "big shots" in NA, and his personal decision to back away from the HFD movement – and even NA itself when he felt that it was being dominated by a single personality – seem to support the view that the founding of NA as we know it today was a collaborative affair, and that those involved would have wanted it to be remembered that way. Jimmy was probably very conscious of this when he wrote *We Do Recover*, conveying clearly for later generations of NA members that NA was a "we" program from the beginning. And as a matter of record, there simply is no conclusive evidence that one person was the single initiator of the 1953 meetings in California.

After examination of all the various versions of those events, it seems appropriate to continue to rely mostly upon the words of Jimmy K. for the reconstruction of the events of NA's founding. The record of those formal business meetings begins on August seventeenth, 1953, at the home of Doris and Frank C. This record should be used as the basis for events in the fellowship during the five month period they cover. They also confirm the occurrence of informal meetings that preceded them.

The best evidence of earlier organizational meetings is the fact that they adopted the bylaws at the first recorded meeting. It is inconceivable that something so important and (by the standards of that time) so complex would have been approved at the first meeting unless the principals involved had previously met together and worked out their differences. This clearly shows that a series of informal meetings had to precede the August seventeenth meeting. In a more recent declaration about meetings prior to August seventeenth, the group that has control of the records in Jimmy's possession at the time of his death have stated they have evidence that such meetings did take place, and that Jimmy is the only individual to have participated in them continuously. Such information only seems to confirm the value of accepting Jimmy as the proper source to rely upon.

Perhaps the most valuable written artifacts concerning the start of NA in the San Fernando Valley are the meeting sign-in sheet, bylaws, and hand-written minutes of the formal business meetings. While not containing great detail, the minutes are adequate to depict the general series of events as the committee began to organize the group. Since Doris was elected as the secretary, it could be assumed that she wrote

those minutes. There is some confusion, however, as she resigned from the committee before the narrative ends. The final entries are in the same handwriting as the others, except for the resignation entry of Doris and her husband Frank. At the twentieth anniversary banquet, Jimmy told of that first meeting in these words: {28}

One of the first things . . . when we sat together trying to iron out some of the things we wanted to do, we came down to very simple ideas. Number one, that we believed that this program of Twelve Steps would work for addicts as well as for alcoholics. Two, that the Traditions must be followed if we were to grow – grow as a fellowship that could stand on its own feet aside from and away from AA. We could take our own place as a fellowship and not be dominated by or affiliated with anything or anybody else.

Attending that meeting were: Joanne P., Manuel C., Jane Von H., Jess L., Gil Von H., Ellen P., James S., James D.C., Frank C., Paul R., Gilda K., Charles D., Jimmy K., and four others whose first names are indecipherable from the much-copied original sign-in sheet. These seventeen began to set the course for the fellowship we know today. It is interesting to note that neither Cy M. nor Scott K., who played important roles in the young fellowship, were present at the first formal business meeting.

At the first meeting, three important decisions were reached: Jimmy was elected chairperson, the bylaws were accepted, and the name San Fernando Valley Alcoholics Anonymous and Narcotics Anonymous was chosen. Jimmy later told of objecting to the name, saying that they could not use the AA name. They outvoted him and the name was adopted, at least for a few weeks. In adopting the bylaws, they simultaneously adopted the use of the Twelve Steps and Twelve Traditions.

Among NA aficionados today, there is an interesting riddle concerning the copies of these early bylaws. The bylaws themselves purport to have been adopted on August 17, 1953, and they say in article one, “This Society or Movement shall be known as Narcotics Anonymous. . .” While the meeting record that is used to chart the business discussion of the group tells that on August seventeenth, they adopted the name “Narcotics Anonymous/Alcoholics Anonymous.” It was not until weeks later that the name was paired down to simply “Narcotics Anonymous.” This seems to suggest the bylaws so widely copied were retyped at a later date. Other historians may later be able to shed light on this inconsistency.

Jimmy wrote to the AA General Service Office (GSO) in New York asking for permission to use the Steps and Traditions. The answer he expected was soon received: AA granted permission to use the Steps and Traditions but stated that the Narcotics Anonymous group should be separate from Alcoholics Anonymous. Jimmy was undoubtedly gratified that AA authorized use of the Steps and Traditions and that they supported his position that NA should not use the {29} AA name as part of its own. The group changed its name at the sixth meeting (September 14, 1953), soon after receiving the letter from AA.

Others elected to positions of responsibility at the first meeting were: Doris C. as Secretary, Frank C. and Gilda K. to six-month terms on the rotating committee for leadership, and Paul R. and Steve R. to three-month terms on the rotating committee for leadership.

On August nineteenth, two days after the first meeting, they met again and approved terms of office and descriptions of duties for the chairperson and secretary.

Their third meeting was held on August twenty-fourth. They decided, “The regular meeting of the group shall be held at 8:30 PM every Monday evening. The governing committee will meet the first Wednesday of every month at 8:00 PM. All meetings shall be closed except the first meeting of the month. Speakers must be alcoholics and narcotic addicts or one with both addictions.”

At the fourth meeting, on August twenty-sixth, they accepted two resignations, Paul R. and Steve R., and added two replacement members to the committee, Pat H. and Bud C. They also made a decision about institutional committee time requirements, specifying a year clean time for participation.

Notes for the fifth meeting, on August thirty-first, report, “Our purpose has been taken from *The Key*.”

This reference confirms the influence from the Lexington Hospital on the NA groups on both coasts. The “purpose” statement they used is identical to the “purpose” statement printed in each edition of *The Key*.

On September fourteenth they met again and voted to change the name to “Narcotics Anonymous.” They also elected Tommy M. to be vice-chairperson to relieve Jimmy of some of the burden of being chairperson, and “Doris C. [was] voted to procure a suitable building [for their first official meeting].” It may be interesting to note that Tommy, Jimmy, Doris and Frank remained close friends until the first three had passed away, leaving only Frank.

The seventh meeting, on September twenty-first, provided time to make last minute duty assignments: “Gilda K. voted and accepted to print *Our Purpose* and contact all newspapers. Doris C. was to contact all heads of narcotics Divisions of the Police Departments. Tommy M. was to have signs made up.” There is also a note that the Salvation Army building, called the Dad’s Club in Sun Valley, which was located at the corner of Cantara Street and Clybourn Avenue, would be used.

The notice about the meeting was undoubtedly circulated to area AA meetings. The following is a reproduction of the meeting notice: {30}

NARCOTICS ANONYMOUS

“OUR PURPOSE”

This is an informal group of drug addicts, banded together to help one another renew their strength in remaining free of drug addiction.

Our precepts are patterned after those of Alcoholics Anonymous to which all credit is given and precedence is acknowledged. We claim no originality but since we believe that the cause of alcoholism and addiction are basically the same, we wish to apply to our lives the truths and principles which have benefited so many otherwise helpless individuals. We believe that by so doing we may regain and maintain our health and sanity.

It shall be the purpose of this group to endeavor to foster a means of rehabilitation for the addict, and to carry a message of hope for the future to those who have become enslaved by the use of habit forming drugs.

Starting Monday Night, October 5, 1953; Each Monday night thereafter at 8:30 PM. Corner of Cantara and Clybourn, Sun Valley, California, directly behind Sunland Lumber Company.

The next entry is on October 5, the date of the “first” recovery meeting. Its only notation was to accept “the absence of Pat H. until such time as is convenient for his return.”

The recovery meeting appears to have been successful. Although it was nearly a hundred degrees when the meeting started, as the building had no air conditioning and the city was experiencing a heat wave, they stayed and had their meeting. Jimmy later described how he would set up the meeting, making the coffee and waiting at the door step. Some members, still uncertain about going to a meeting where cops might show up, would cruise by the building once before coming in. Jimmy kept their first coffee pot as a memento long after they got a bigger one. And the glass cups they used (disposable cups were uncommon in 1953) also became collector items that Jimmy retained for many years.

There are five subsequent notations of the business meetings, and then the record ends. They portray the decline of the committee as one resignation after another is accepted, with no replacements being added. {31}

October 24th: “Resignation of Bud C.”

November 15th: “Accepted resignation of Gilda K. and Tommy M.”

November 16th: “Resignation of Doris and Frank C. accepted.”

December 16th: "Accepted resignation of Jimmy K."

December 18th: "Nomination of Bud P. for chairperson. Accepted."

There are no further entries. A roll call was not recorded at each meeting, so we do not know who was present and had an impact on the decisions. About his resignation from the committee, Jimmy explained at the twentieth anniversary meeting, "I resigned . . . as chairperson of NA before I really got going because . . . we were not following the Traditions of Narcotics Anonymous."

About the participants in the meetings of that summer and fall, Jack gave prominence to Jimmy and remembered the participation of Cy and Scott, but does not mention Eddie, Doris, Frank or Gil. Eddie on the other hand remembers the importance of Gil as well as Doris and Frank, but seemed to think Cy and Scott came later. The minutes of the first meeting include Gil, Doris, Frank and Jimmy, but Cy and Scott were not mentioned, yet Frank's letter supports the contention that Cy became an early participant. Without new and reliable resources, a lot of uncertainty will remain.

The only note concerning the last business meeting says Bud P. was elected as chairperson. Two other persons with his last name appear in the record of the August seventeenth meeting so it is possible he was a participant all along. How long Bud was chairperson is not precisely known, but it was probably just a month or two. Charlotte G., who had been at Shier's in 1954, remembers the NA meeting. Cy, she recalls, kept the meeting going through several of her relapses. Charlotte was correct and her memory is bolstered by the best contemporary resource: Jimmy K. While Jimmy was in the hospital in late January, 1984, he was visited by Pepe A., his old and close friend. They made a tape recording of this visit in which they recount some of the events and people in the early years of NA.

Jimmy talks about giving up responsibility over the group but doesn't mention Bud at all, thereby adding to the theory that Bud's tenure was very short. Jimmy and Pepe concentrate on Cy M. as the authority within the group after Jimmy resigned as chairperson. All of the other fragments of information about the period from the beginning of 1954 to near the end of 1959 confirm that Cy was in charge of the group. Others, like Bob B., Pepe A., Bob R., and Russ C. have also given confirmation of the dominant role Cy had during this period, although Pepe suggests Scott held a larger role in 1958. {32}

Cy was known to be on good terms with Dr. Shier, and he probably arranged the move to Shier's facility from the original meeting place in Sun Valley soon after taking over in 1954. Jimmy objected to this, as Shier's Sanitarium was a detox facility for alcoholics and he felt it was too close of an affiliation as far as his understanding of the Sixth Tradition was concerned.

The meeting stayed at Shier's dryer through most of the following years. It met in a small room, but since there were not many present most of the time, it worked out. But, "long about 1954 or 1955," Jimmy reports, "the meeting was getting as many as eighteen or twenty people, and there was talk of starting a second one, but it didn't happen just then."

Jimmy recalls that Cy was one of those overbearing people who was good at intimidation, even with friends. Jimmy suggests that one of the problems existing between Cy and himself was over Cy's approach to meetings. Cy believed in putting everyone "on the hot seat" at meetings to draw out their feelings and disclose their private experiences. Jimmy, on the other hand felt that members should share what they wanted to share, and shouldn't be challenged or prodded. It got to the point quite early that Cy didn't want Jimmy to talk when he came to the meeting.

Regardless of who was in the leadership role during those years, Jimmy spoke of them in his talk to the twentieth anniversary banquet in these words:

For a while after we formed, . . . some people were put in a position where they became the leaders again, the Great White Father. . . You know we can't have a Great White Father, or a Big Momma; it doesn't work in this organization. And NA died once more, and the friends of ours in

AA helped to pick us up and said, “Don’t let it bother you.” These were the real friends we had in the beginning . . . that came and helped us get started again. But again and again this happened in this organization. One person would try to dominate the whole movement, and every time it happened we began to die, because the Traditions go down the drain when we try this.

Russell C., who came into the fellowship in 1959, also characterized Cy as “the great white father type, who called all the shots and made all the decisions.” Regardless of what may seem to be harsh words for those who took control, Jimmy also said, “We were a small group and we were pretty close, despite disagreements.”

Jimmy’s comment about being pretty close is important to remember when thinking of the differences between himself and Cy or Scott. All three men were dedicated to making recovery work. Each {33} was sincere in his belief that the Steps could work with addicts, and each did his best to carry that message. The principal difference seems to be to Jimmy’s insistence on following the Traditions when it came to the conduct of meetings. From the scraps of information available, it appears that Cy was so outspoken in his philosophy about how sponsorship worked that it effectively weakened any reliance on group conscience. The conclusion this author has reached is that Cy’s influence on the members of the time was stronger than Jimmy’s and the other members were not strong enough to stand up to Cy.

Even though Jimmy had given up the leadership role, he made what may have been one of his most significant contributions to NA during that period. It was described by Jack as he told of an AA member who printed copies of the first NA pamphlet, in late 1953 or early 1954. In it the First Step language had been altered by using the word “addiction” rather than “alcohol.” Jack said that it got down to a conflict between Cy and Jimmy. Cy wanted different language, but Jimmy prevailed.

The Key may have helped in this discussion. The statement of purpose from *The Key* says, in part, “We believe that the cause of alcoholism and addiction are basically the same. . .” They obviously felt the First Step should be changed, but the question was what word to insert where “alcohol” appears. Since they had already subscribed to the purpose statement from it would be natural to use the term addiction, since that covered everything.

While the language of *The Key* does continue to subtly separate alcoholism from addiction, calling them “basically the same,” the language used in NA’s first step laid the groundwork for the later emphasis on addiction as an all-inclusive term. As the movement matured, expanding on Jimmy’s seminal contribution in the wording of Step One, this emphasis would be strengthened and expanded upon in the written and spoken message of NA.

This should firmly seat Jimmy as the father of the Narcotics Anonymous philosophy. Most, if not all, of the addicts in this group had used heroin, and they could have logically used a drug-specific term to describe themselves and their disease, just as AA had done with the First Step. By using the term “addiction” the group and its literature shifted the focus in an important way from the symptom, drugs, to the disease, addiction, and opened the door for people addicted to any drugs, including drugs not yet invented.

One of the more interesting statements Jack made was a point about which we do not have a comment from Jimmy. Jack stated, “I do know that in late 1954 or early 1955 a collection was taken up and Jimmy was sent back to Lexington to be part of the seminar on the {34} program at Lexington.” While this statement is unsubstantiated, it would resolve any doubts about the connection of the California fellowship to the Lexington program. It might also link the New York and California efforts in some way, as he would have very likely been made aware of the New York fellowship.

Jimmy has left us no hint of attending a meeting at the Lexington hospital. However, Bob B. also recalls “something of this sort having been told to me (a collection being taken and sending Jimmy to Lexington) as having taken place, but that I wasn’t there at the time.” Bob also was told there were many letters exchanged between Jimmy and the Lexington hospital.

Despite the uncertainty of those years, they produced a new pamphlet with a post office box address in

Studio City and another address in San Diego in 1956. A meeting had started in San Diego, but apparently died rather quickly. It listed twenty questions that might be used as a sort of self-assessment for addiction, as well as a brief essay describing the Narcotics Anonymous program. This essay is clearly the source of our current sections of the NA White Booklet read at meetings. It was a buff-colored publication in the same format as the current Little White Booklet, but a little narrower, and only eight pages long. Members would write on the cover where and when meetings were, as there wasn't a meeting schedule printed in those days.

Jimmy continued to affiliate with the people involved in NA during the second half of the 50's, and he attended the NA meeting from time to time. In the videotape, Jimmy relates that he came "to the meeting if I had a newcomer, as I wanted newcomers to get the proper foundation," even, it seems, if he had problems with how the meeting was being run or where it was being held. Jimmy says he continued to go to AA meetings, as did everyone else in NA at the time, because the one NA meeting just wasn't enough.

Also in the video tape Jimmy describes holding meetings in Scott's home on Chandler Boulevard in Burbank. He recalled that they spent hours (after a meeting) one night looking up in an effort to see the Soviet Sputnik satellite as it passed over. As that had been a 1957 event, it suggests that during the late fifties, Jimmy was still involved with other NA members.

Around 1958, Shier's had some remodeling done and the meeting temporarily moved. The new location was another alcohol treatment facility about a mile away on Ventura Boulevard in Studio City. Jimmy reports that the meeting was there for about a year. When the meeting moved back to Shier's, they kept the other location, so for a while they had two meetings. Unfortunately there just wasn't enough support, and in about a year the second meeting folded. {35}

It may have been while there were two meetings that Pepe A. had his first brush with the fellowship. Pepe told a convention audience in 1978 of his detoxification in a West Los Angeles area hospital in 1958. He was visited nearly every day by Scott, who invited him to come to the NA meeting after his release. Pepe portrayed Scott as "the leader of NA at the time." The meeting was being held at "Shier's dryer" in North Hollywood, and Pepe attended a few times before he relapsed and was away for a few years.

Cy's closest associate seems to have been Scott K. and he may have allowed Scott to run the second meeting while it existed. Their relationship was strengthened in part because Cy was known to have been Scott's sponsor. Unfortunately Scott had trouble staying clean, both then and in the years that followed. Russell C., who used Scott as his sponsor when he joined NA in 1959, reported that Scott only had five years at that time, suggesting Scott relapsed between the 1953 start date and when Russell met him later.

But all reports about members who came through the doors in those years suggest it was really hard to get much clean time. For example, Bob B. speaking at the 1978 World Convention, characterized the fellowship in these early days as, "lacking the stability in clean time among the members as would be found at a later date." He stressed that in the early days, "members might come to a meeting with only a few days clean time and use again before the next meeting. Recovery using the AA Steps had not yet been sufficiently proven to work for addicts, and no one was really positive it would. But the members would frequently come even if they were loaded." Although he was not specific about the dates these comments applied to, they may well have been basically true through the late 1950's and into the early 1960's.

Scott seems to have lost his leadership role while Pepe was away. Bob R., who attended some meetings at Shier's in 1959, remembers that Cy was in charge. An identical recollection about Cy being in charge came from Russell C. as described earlier. Russ had first come into contact with Jerry K., Jimmy's brother. Jerry had introduced Russ to Jimmy, who took him to the Friday night meeting at Shier's. But Russ remembers that Jimmy didn't come to the meeting at Shier's all the time – mostly he believes, because of his disagreement with how Cy was running things.

The end of Cy's leadership, and the meeting too – for a short while – may have come about as a result of a television program. Jimmy explains in a tape recording that Cy appeared on a television documentary (probably in September or October 1959). Jimmy suggests that at least one of the other members shown in

the program may have been loaded. There is also a hint that affiliation also played {36} a part in the controversy. Another member at the time suggests that Cy may have compromised his anonymity on the program and claimed he was the founding father of NA. It caused a lot of controversy within the meeting and things got so bad that Cy gave up the meeting. It soon folded, as near as memories can recall, in October of 1959. It is possible there were no meetings for a short period.

Jimmy was harsh in his judgment of NA during this period, as when he told the Islander Anniversary meeting, “Actually, although we had meetings going for several years, (for) about four years there was no Narcotics Anonymous. Because one of the things we said. . . (in the beginning) . . . that we would call ourselves an NA organization and fellowship as long as we used the Steps and the Traditions. So when we stopped using the Traditions and became a one-man-rule proposition, there was no longer really any NA. . . It died out, and there were only a few of us left, but it also points out the fact that this program, once we begin to live it, we can’t let it go; it’s going to grow again.”

When it died, Jimmy was there to pick up the pieces. Few members could have taken over as well as Jimmy at that time. He had remained drug free, worked every day to support his family, and was always a stable contact when other addicts needed him. He didn’t move around and could always be counted on to be there for others. When the regular meetings started again it was usually Jimmy who opened the door, had the coffee ready and ran the meetings. Since little money was ever collected when the hat was passed, Jimmy probably paid for things out of his own pocket.

Jimmy was born in Paisley, Scotland, a small town a little south and west of Glasgow, in 1911 of Irish parents. His father was in the theater, a comedian and dancer, and there was a lot of laughter in his home. Jimmy also became a dancer when he was very young and it set a pattern for his life – one of intense competition. He always needed to be number one, to come in first.

Jimmy reports that one of his best childhood friends was the town drunk who was good to him in many ways, but not so good in others. His name was Crookshank, and on occasions Jimmy would find him in doorways or along the street, bleeding and needing help. On one such occasion he was bleeding profusely and with Jimmy’s help, was taken to the hospital. Later when Jimmy inquired of his mother when Mr. Crookshank was going to come back, he was put off with the words “next week” and this kept going on for some time. Finally his mother took him to see his friend; he was in a mental institution.

He was in a wheel chair, and just sat their staring but not seeing. Jimmy wanted to know what was wrong with him. His mother responded that he was a very sick man, he drank too much, and he got {37} hurt too much over the years. Jimmy didn’t say anything as his friend was taken away or as they walked to the trolley and went home. Finally his Mother asked why he was so quiet. Jimmy responded that “when I grow up I’m going to help people like Mr. Crookshank.” He never forgot that, even though he didn’t fully understand what he meant at the time.

Jimmy came with his family to America in the early 1920’s, landing at Ellis Island among the crush of immigrants from around the world looking for a better life. At the World Convention in 1983, Jimmy spoke of the fear of being separated from his family at Ellis Island, and the relief when they were finally given passage to Manhattan. Jimmy remembered the years in New York City and then the years in Philadelphia as one long series of fights and conflicts. As a teenager Jimmy entered a preparatory school in Germantown, Pennsylvania, thinking that was the best way to enter the Catholic priesthood.

However, this is where his addiction was nurtured, as the seminary was not without its supply of alcohol. By the time this phase of his life was over, he had become a dedicated drinker. For the next fourteen years he progressed in his disease, using other drugs along the way and eventually becoming full-blown.

It was during these years that he found his way to Los Angeles and the roofing trade. He would work nearly every day, but did drugs too. He married, fathered three boys and three girls and lived in a little house directly across the road from Lockheed airport (later called the Burbank airport), which at that time was a major airport for Los Angeles.

As his children grew, Jimmy continued to practice his addiction, and it finally began to reach its zen-

ith. A series of arrests led him to AA in February of 1950, where he began to confront some of his problems. Although he went to the meetings, he didn't really take to heart some of the program's ideas. The God part was particularly hard for him to adjust to. He had long since relegated God to an unfavorable corner of his mind, as he blamed everyone, including God, for all the travail he had gone through in his life. But he went to meetings and tried his best to stay clean.

He had been clean for about a year-and-a-half, but still struggling within himself, when he had an experience that changed his life. He was consumed with doubt and fear, having something akin to an anxiety attack, and found himself unable to leave his bedroom for over three days. He couldn't talk, and sat there like a vegetable. His wife came in from time to time and asked what was wrong and tried to help. But the best he could do was sit on the bed, occasionally have {38} coffee or go to the bathroom, and then go back to the bed. That was as much as he could manage; he was terrified.

He later reported that he was more fearful during that time than at any other time in his life. He was afraid to leave the house. He had found no Higher Power he could depend on. He had rejected the concept of God advanced by most organized religions. He just didn't believe what they told him. He felt he had reached the point where nothing was going to work for him.

On the third night, he had been asleep for a while when he awoke in abject terror, but didn't know what was wrong. He was afraid but his fear seemed to have no object. He felt paralyzed; he couldn't move; he was unable to scream or ask for help. It was then he saw a great big round glow of light ahead of him, "it was like a great big orange disk of hammered silver with a large post on either side and a caduceus around them and some steps."

His mind leapt to the fear from his rejection of religion and he felt "they were going to get him." And a voice out of nowhere said, "don't be afraid." For an instant the fear continued, then the fear passed and he wasn't afraid. And the voice told him what to do. But he said he couldn't do that. But the voice spoke again and struck away the mental shield he was trying to hide behind. Jimmy knew the voice knew him too well. He would say later, that this was the first Higher Power he had ever found. And for the next twenty-four hours he knew complete and absolute serenity.

Jimmy related this to a meeting in 1982, and went on to share that the voice told him what to do, and the NA program came, in part, as a result of that experience. He knew that everything was going to be all right, and that if he would just follow directions according to his own conscience, things would work out. He felt that he had made contact with some inner part of himself and the entire universe, and that was the Higher Power.

It was undoubtedly this experience and his single-minded determination to make NA succeed that sustained him in the middle and late 50's. All he seems to have needed was to get a stable core of members who would also make the commitment to keep an NA meeting going. Then, he undoubtedly knew, NA would become a reality and the path for addicts seeking recovery.

Jimmy's notes suggest that he had, as he put it, "first thoughts" of building a fellowship for addicts as far back as 1951. As we have seen, this idea was not unique. Others had similar ideas, and had acted on them too. The most notable was the effort by Danny C. in New York. And we know from Jimmy's notes that he had contact with Danny in 1952. Interestingly, Jimmy refers to "their structure" in these notes, indicating that he viewed Danny's effort as a separate {39} fellowship. There were significant differences between the NA fellowship which developed in California and the New York effort.

The degree of contact between Jimmy and Danny may never be known, but it is nearly inconceivable that they were ignorant of each other's ongoing efforts. It is also nearly inconceivable that they had no communication, especially after the *Post* article in 1954. The difference between them, especially on the issue of Traditions, is important, and would have probably prevented unification of the two organizations. Jimmy later suggested that the failure of the New York City meetings to be faithful to the Traditions had been a reason that organization did not survive. In a published interview in 1985, Jimmy said:

They were aware of the New York Group but felt that it was not true to the program as originally outlined by AA. Strict adherence to this program, including following all the Twelve Steps and Twelve Traditions, was seen as crucial for the organization. The Sun Valley founders emphasized that, in contrast to the New York model, NA should not be identified with a specific treatment agency, nor should it receive government funds.

It may not be important to know how much they communicated, as the facts clearly show that they were different organizations. The close affiliation with the Salvation Army would probably have been found to violate the Sixth and Seventh Traditions by the California fellowship. There has also been the appearance that the New York effort was centered on the personality of Danny, as he allowed himself to be the focus of most of the newspaper and magazine coverage, rather than maintaining his anonymity. This clearly seems to violate the Eleventh and Twelfth Traditions. This would not have been acceptable to Jimmy and others in the California group who believed in anonymity and in putting principles before personalities.

It should be remembered, however, that the AA Traditions were not adopted until 1950 – about the time Danny and the others had begun developing their group in New York. Furthermore, it was not until 1951 that the book, *Twelve Steps and Twelve Traditions* was first published by AA, and the full meaning of the Traditions became universally available to the average member.

Many AA groups across the country had themselves not fully adopted and implemented the Traditions by 1953. So while the New York NA movement could not be faulted for not following guidelines not yet in wide use, that group's eventual failure, and the California group's eventual success, stand as significant testimony to the wisdom and validity of the Traditions. And Jimmy's steadfast insistence {40} on adherence to Traditions, including his stepping back from the group during a time when Traditions were being compromised, stands as testimony to Jimmy's significant contribution to the eventual success of NA.

As 1959 came to a close, Jimmy picked up the pieces of NA, which had completely folded after an internal skirmish over a breach of Traditions, to start it up again. As he took stock of the surviving members, perhaps his strongest supporter was Sylvia W., who had been released from the Lexington hospital, and who brought energy and ideas she had learned while there. Sylvia arrived in Los Angeles in late 1959, met Jimmy, and quickly became a dedicated NA member. She and Jimmy made a good team, as both were similar in personality. Unfortunately Sylvia drifted away after a few years.

Then there was Jimmy's brother, Jerry, who went mostly to AA, but could be depended on as a supporter of NA. Russ C. was coming to meetings, but he had been in less than a year. Scott was still around, but Jimmy probably didn't count on his participation. Jack G. had been coming to meetings and could be expected to return. And there were a few others, but not many.

Of course there were always some who came and went. But the question for Jimmy was, could he sustain a meeting long enough to keep some of them around? Bob B., for example, had come and gone in late 1959, and Jimmy surely had no expectation that he would return. Bob's wife, Alma, had met Jimmy's wife at an Al-Anon meeting and learned there was one NA meeting, "the only NA meeting in the world." Alma forced Bob to go, but as a concession to going the first time she also went "to check it out" while he waited in the car. The meeting was at Shier's Dryer. Bob attended for a while, but returned to using, was soon arrested again, and spent another eighteen months in and out of custody. Bob remembers he was visited by Jimmy and others several times while he was in the county jail.

Another member to stop over was Chuck S. and another guy who came to the meeting with him, both loaded. Chuck continued to use and didn't stop until July 1961. At that time he hooked up with AA meetings and stayed there for a few years. Another guy who came through was Paul S., but he went back to prison for a while and then returned to stay through the sixties. Bob R. had come earlier in the year but went his own way again. Pepe A. had come and gone, and Jimmy could certainly not have counted on his

return.

But deep inside Jimmy was the unwavering commitment to NA, so he began to gather the few that had remained and convinced them to join him in another attempt at making Narcotics Anonymous meetings work. {41}

There are now millions of addicts in recovery because Jimmy made that effort and sacrificed the time for himself and others. As the following chapters will show, Jimmy carried the burden of keeping NA alive through some rough times. He also took a leadership role again and again, even at great personal risk. {42}

Chapter Three

A Rebirth in 1960

As the fifties came to a close, Narcotics Anonymous nearly died. Had it not been for the determination of Jimmy K., it would have. If Jimmy had not been so stubborn, NA might have been reborn with a different philosophy or gotten lost in one of the other organizations like Synanon or DayTop. Had that happened, the lives of millions of drug addicts would have come out differently. But when Jimmy put forth the effort to restart NA, he didn't know for sure where it was going to lead.

Nineteen sixty was a year of rebirth for NA, as the few remaining members started over, almost from scratch. In Jimmy's words "We did begin in 1960 again, the beginning of 1960, with about four people. And we started to build the group up again according to the original concept: the Steps for the individual and the Traditions for the groups. And we've been growing slowly and steadily ever since."

The first thing they did was to start meeting at the Unity Church (later known as the Unitarian Church) on Moorpark Street in Studio City on Friday nights. Here they met in the small children's room, complete with tiny chairs and desks. But it was a meeting, and after a while they moved to a regular meeting room adjacent to the main church hall. This became known as the Moorpark meeting, and it was the mainstay of the fellowship for many years. With a stable core of members and a growing number of newcomers, the meeting began to look permanent.

Jimmy didn't leave a list of the small group who joined him to start over, but on the basis of available information, they could have included some of these early members: Jerry K., Russell C., Paul S., Sylvia W., and Jack G. Others may have included Charlotte R., Bill W., Zona and Manuel D. AA supporters who gave Jimmy and his small band the encouragement they needed were probably Doris and Frank C. and Tommy M., Jimmy's old friends from the early 1950's.

On Tuesday nights they also got together nearly every week. The Tuesday night thing they called a "floater" or "rabbit meeting," because they never knew where they were going to meet more than a week or so in advance. In Jimmy's words, "if there were five or six of {43} us at a meeting tonight we decided then whose apartment or whose house we'd have the meeting in next week."

Jimmy and the others spent a lot of time together in between meetings as well. They made Twelve Step calls as a group, two or three going to share with anyone who had contacted them for help. They visited jails, county road camps, prisons, homes and just about anywhere else an addict could be found. On the road to a meeting or a twelve step call, or just out for coffee after a meeting, they spent hours talking about how recovery works, how the Steps and Traditions work and what they mean. They learned through these trips about each other and about how to share honestly. They became close and learned to keep the commitments they made. They went to a lot of AA meetings together too. But slowly over the next year or so they began to add more regular members until there were fifteen to twenty people at each Friday night meeting.

Russell C. and his wife recall, "After meetings we would often go to a restaurant and talk for hours." Both Russ and his wife remember driving out to California Institute for Women (CIW) to pick up Penny K. upon her release. She became an important member of the NA community to women coming to meetings. In the 1984 video, Jimmy filmed the small apartment Penny had on Victory Boulevard in North Hollywood, explaining they often went to her apartment after meetings, and that she was always having women addicts over to talk about recovery.

There were a lot of folks who came to the meeting in the first year or so who were only with NA for short periods. Among these were Paul R., a rather rebellious member who spent a little more time in jails, and Paul S., who had been to the meeting in 1959 came back and stayed through the early sixties (although

part was spent in prison again).

An acquaintance of Jimmy's during the early 1960's was David A. Stewart, a non-addict writer. David wrote a book, published in 1960 by Hazelden, entitled *Thirst for Freedom*, which made a passing reference to NA as a place for addicts seeking recovery. Twenty-two years later, Jimmy used some of that publication's printing specifications as the model for the layout of the NA Basic Text.

While the meeting was slowly gaining strength, Bob B., who was in the state prison at Tehachapi, a hundred miles north of Los Angeles, was keeping in touch. Jimmy had sent him some literature and told Bob to start a meeting there. Bob changed while he served his time. He did his best to work the Steps, but for a long time was in denial. After a time he began to change, and upon his release in the summer of 1961, he kept his resolve to stay clean. Unfortunately he {44} soon returned to prison, but stayed clean and started a meeting in the joint. He got out in August of 1963 and got heavily involved in NA.

When Bob got out, something happened to him that he often says got him believing in a Higher Power. The same police officer who had arrested him helped him find a job. Bob concluded, "If this wasn't evidence of a Higher Power, I don't know what is."

It was about this time that the director of the facility at Tehachapi initiated a meeting for alcoholics and addicts which he required all newly arrived inmates to attend for the first six weeks. These were "NA-AA" type meetings organized by Warden J.P. Lloyd, superintendent of the facility.

In 1961, the State of California took over an old military facility near the community of Norco, a small city about sixty miles east of downtown Los Angeles. This became the California Rehabilitation Center, or CRC. Its first director was Dr. Vogel, the very same individual who had been at the Lexington Hospital when the first Addicts Anonymous meeting was started there in 1947. Almost as soon as CRC opened, NA began a commitment to having an institutional meeting there. In the same area of the state was another facility, the California Institute for Women (CIW), to which a similar institutional panel commitment was made. These two institutions became the source of a lot of NA members over the following thirty years.

In the summer of 1961, Jack W. found his way to NA. He lived in El Segundo, some distance from the NA meeting, but he became a regular anyway. Jack had been in his share of institutions, and arrived after becoming "sick and tired of being sick and tired." He had a strong commitment to addicts in institutions and was an active participant in the AA Institutions Committee. Although he went into institutions as a member of AA panels, he is reported to have more often spoken of his drug use than simply his alcohol use. Jack was a little "pig headed" about the matter and ignored any criticism from his AA friends. After a while Jack brought along one of his friends named Phil P., whom everyone called "Slick Phil."

Later in the year, Pepe returned from his last stint of court ordered incarceration, treatment and institutions which had taken him from California to Texas, and other places along the way. Pepe remembered that some of the principal NA members when he began attending meetings again in 1961 included Cy, Glen W., Scott, Jimmy, and Jimmy's brother, Jerry. Scott soon became Pepe's sponsor. Pepe's wife Jenette also came into NA about that time, although she was not treated well – because for one thing she was a woman, and for another she hadn't used heroin like most of the other members. This bias against non-heroin users persisted for a long time. {45}

Scott appears to have returned as a member of the fellowship, although not in a leadership capacity. As Pepe once described it, sometime in 1962 Scott took all the old NA things he had over to Jimmy and gave them to him. It was late but reasonable recognition that the leadership change was permanent.

Sylvia M. came to her first meeting in early 1962. She says she was still in a haze in those early months, but she kept coming back. It was hard being a woman in the fellowship at that time, so she put up a strong front and went at recovery with all her might. Sylvia's recovery eventually led her three brothers to NA when they were ready to "get the message."

Two women who came in during this year were Mary H. and Mary Jane. Mary Jane was young, hadn't "done time" or used heroin. Some of the guys, like Slick Phil, were pretty rough, she remembered. He

once told her, “Here’s a match, go burn yourself cause you aren’t going to make it. You’re a woman, too young, and on pills.” She held onto that resentment for the full year just to prove he was wrong. When she confronted him at the end of the year, without hesitation he responded, “you won’t make five.” But she did.

With so many regular members, a second meeting was started on Thursday nights in 1962 in Hollywood at Yucca and Gower in the St. Stephen’s Church. It was a memorable occasion for Gene H., as he came into the fellowship right when the second meeting started. He reported being somewhat disturbed about the effect of that second meeting starting. At his first meeting there were so many addicts, but when the new meeting started many of them started going there instead. “But,” he reported, “others started coming, and in a while it was just as big as it was (before).”

With so many members staying around, 1962 just seemed to confirm that NA was going to work. Lew E. came in about then and stayed till he died of cancer about eight years later. Lew had also spent time in prisons, but was a real mellow guy in his NA days, someone that everybody liked. Paul S. came to meetings about this time, but he moved back to Arizona and didn’t get to regular meetings for a number of years. Others arriving were Rhoda, Norma S. and Richard H.

There was closeness among the addicts then, as fewer members had cars to get to meetings, and those who did have cars would pick up others on the way. They would spend a lot of time talking with each other as they drove from homes to meetings and back. Often they would simply be at each other’s homes and go for dinner or coffee after meetings. This helped form the bond that kept the fellowship together and also aided in sifting through the philosophy that would emerge from these years. {46}

Before 1962 was over, a reprint of the old yellow-covered pamphlet was made, this time using a white cover but still containing no stories. It was printed in a format similar to the current White Booklet, but it was more narrow and had the Sun Valley Post Office address in it. It was probably about this time that Jimmy began to seriously encourage members to write their stories so they might be included in the booklet at a later date. This was when Jimmy wrote his own story, later titled “We Do Recover.”

As 1963 came around, it seemed there were enough members to start another meeting – or perhaps more properly, it seemed too far for some people to drive – so a third meeting was started at the Royal Palms Hotel on South Westlake Boulevard near downtown Los Angeles. On the back of the booklet being distributed at that time were four meeting locations: Moorpark, St. Steven’s, South Westlake, and Bill W.’s apartment in Burbank.

The meeting in Bill’s apartment was upstairs behind a liquor store. Jimmy reports there was only room for six or eight people and they met there only for a year or so. This was typical of meetings in the sixties: a meeting might get started and run for a while, then somebody moved and the meeting folded. Perhaps in as little as six months another meeting was started by two women members named Netta and Mary Jane. It met in Glendale on Colorado Boulevard at the First Lutheran Church. Some other members who came in about this time included Ron and Cathy L. and Gene L. Ron and Cathy became very active in the Valley and were close friends of Jimmy’s.

One of the constant problems during these early years of the growing fellowship was what to do with an addict who wanted to kick. Often members would bring them into their homes, put them on the couch and see them through the misery and pain. From time to time, Dr. Quitt (no kidding!), who had helped more than a few addicts then in the fellowship, would commit addicts to local hospitals for “pneumonia observation” while they kicked. But for the most part, members brought newcomers into their homes.

As 1964 began, NA had five meetings, and that was impressive to newcomers, – especially when, quite by accident or to celebrate an NA birthday, a large portion of the fellowship would end up at the same meeting. Having so many addicts in recovery all at the same place at one time was quite something. This show of stability became an important element in the decision newcomers made to come back, a pattern later repeated in many other cities as NA grew.

Although Jack W. had been going to AA in addition to NA, his heart was with NA. But NA didn't have an institutions committee, so {47} he participated in the AA committee where he could still talk to "his kind of people" about recovery. While going on these panel meetings, he had become friends with Chuck S. and it happened that they both lived in the south bay area. Jack knew Chuck belonged in NA and badgered him for a long time about it. As it turned out, AA wasn't quite doing for Chuck what he needed, so he finally gave in and went. This time he got something out of it and began attending regularly. Not long afterward, they and Slick Phil started their own NA meeting so they would have one in their area. This meeting, at Eleventh and Rowell in Manhattan Beach, is probably the oldest continuous meeting in the fellowship, and is still held in the same church facility.

Others who made NA their home during this period included Frank P., Bill B., Fran L., Jack D., Ed M., Don Z., Frank L., and Richard M. A few might have used and come back again, but they were here to stay.

And it was about this time (late 1963 and early 1964) that the Board of Trustees was formed. The idea was to have a committee composed of representatives from each group which would informally lend guidance to the fellowship. Later, as more meetings started, the trustees gradually evolved away from directly representing individual groups and began to elect their own members.

Records were not kept about who the first trustees were, and memories have faded, so reconstructing the first board is subject to considerable guessing. They were among the most outspoken or stable members in each group, and they were usually among those who had a car. They were people who sponsored a lot of members and were pretty well known. These were members with strong opinions about recovery and a willingness to stand up for what they believed NA stood for. Among the early trustees were Jimmy K., Bob B., Paul S., Lew E., Russ C., Sylvia M., Jack W., and Ron L. They had no written guidelines, and operated rather informally. About the only thing that was truly certain was the decision, made early on, that a trustee was appointed for life – unless they used.

According to Jimmy, probably the first non-addict trustee was Reverend Herbert Schneider (of the Unitarian Church). He was elected but seldom found time to participate, and he died a few years later, so his influence was fairly slight. Dr. Quitt, a Psychiatrist (who had a few NA members as clients) was another early trustee. Dr. Quitt, who was confined to a wheel chair, also participated only sporadically, but he was kept on the board for a number of years.

Records of the trustee meetings from the 1960's have unfortunately not survived, but meetings did take place. From the very beginning, the trustees didn't really have the power over the fellowship that they were accused of or was imagined in later years.{48} The trustees were not normally an action oriented board, and they didn't often write decisions or make announcements of policy or philosophy.

After a year or two, Chuck S. was elected to the Board of Trustees. He had been active on the AA Institutions Committee, and was truly committed to carrying the message there. The trustees, correctly thinking he would bolster the NA Institutions Committee, elected him to the board. He immediately joined Slick Phil, who had been chairing the committee. Later chairpersons of this committee were Bob B. and Hank M.

As 1964 was coming to an end, the number of regular members and the number of meetings had grown. A popular meeting was in Long Beach at Lew E.'s home, a candle light meeting with jazz music as background. And for a while a meeting was held on Del Moore Avenue near the center of Los Angeles. It was also about this time that meetings were also held at Jerry K.'s home on Vantage Street in Studio City for about a year. In time, meetings were also started in West Los Angeles and Pacoima, and a second meeting was started in Hollywood.

By the 1964/65 period, a lot of members who arrived managed to stay. Hank M. and his brothers Richard and George came to stay. Others were Cliff K., Elaine G., Charlotte R., Ron M. and Bill B. Bill was a barber with his own shop. He was known for being rather vociferous about recovery, and even put a

large sign about NA on top of his car outside his shop. He and Jimmy became close, and he was to have an important impact on NA for many years. Jimmy paid tribute to Bill for his many contributions in the 1984 videotape recording. When showing the spot where Bill's shop was located in the 1960's, Jimmy mentioned that he and Bill spent some hours together in the shop writing the fellowship's first service material. Bill's most notable contribution came about the same time and involved the first treatment centers with an NA emphasis.

The fellowship had maintained the same telephone number for a long time at an answering service where twelve step calls were received. The 1966 list of volunteers includes thirty typed names and eight written on the end. The greatest numbers of volunteers were in the Valley or in the beach cities from Santa Monica to Long Beach. Pepe, who lived in Highland Park, and Richard W. from Pasadena, were about the furthest inland. The only northern name was Larry A. from Bakersfield.

Dorothy Gildersleeve, a county social worker with a special job assignment, came into contact with NA during the 1960's. She was responsible for developing and improving community organizations who took on tasks that the government might have to handle if volunteers didn't. Upon finding NA, she was quite ready to support it. {49} Besides, she had a nephew who needed the program badly. Through her contact and support she was eventually invited to become a trustee.

Two important events took place near the middle of the decade. During 1966, the trustees selected personal stories and had them printed in NA's booklet. The actual title of the booklet is Narcotics Anonymous, but the fellowship to this day commonly refers to it as "*The White Book*," or "The Little White Book" (or "Booklet"). Those first stories printed in *The White Book* included Recovery and Relapse, We Do Recover, One Third of My Life, I Can't Do Any More Time, One Woman's Story, The Vicious Circle, Something Meaningful, Just for Today, and the Serenity Prayer. Bob B. remembers there were lots of discussions about which stories were going to be included and which were not. There were lots of hurt feelings for a while. This version of the booklet included a disclaimer on the inside back cover, and was again printed on a textured white cover.

The other important event that took place during this period was a drug conference held in about 1965 by state and local officials. Memories are not clear on the exact date, but several early members recall that Jimmy and Scott both appeared and spoke. The professionals expressed bewilderment at the government's continued lack of success with drug addicts. Jimmy is reported to have said, in essence, that until you let addicts work with addicts, you won't get very far. A byproduct of the conference was a decision by the University of California at Berkeley to initiate a research and service program for drug addicts, which included an invitation to some NA members to become involved as employees.

That invitation was extended about the spring of 1966. A fairly strong contingent moved north to participate, including, Charlotte R., Mary V., Sylvia, her brother Richard and Scott K. They moved near the Berkeley area to work in the program called "Ad-Center" (for Addiction Center). Here they worked with addicts on methadone, those who were about to be released from prison, and street addicts. Sylvia and Richard interviewed addicts in their office and on visits to prisons. Scott had the task of trying to find jobs for these addicts wherever possible. After some months, Russell C. moved north and also worked at the center, taking Scott's job when he quit. The center's administration elected not to use NA literature, so a new publication with the Ad-Center name was developed and used during the years the program was funded.

Penny K. also moved north to return to her career as a nurse. She and the core of members already there had an easier time getting meetings to survive than it had been for Jimmy in 1960. The first {50} meeting began in Berkeley in late 1966. Others in San Jose and San Francisco started early the following year. Their meetings were helped by the fact that many of the members worked in the place that constituted the door through which a number of addicts found their way to NA. Records were kept of client progress (except as related to NA meetings) and included in a report when the project was concluded. The research may or may not have proved valuable to the university, but the fellowship grew. From this project

came friendships and support for starting more meetings.

Soon after the meetings started in Northern California, another printing of the booklet was produced. The address and phone number in Berkeley was added to the Sun Valley address on the back. No other changes were made.

In Southern California, the 1960's continued to be a time of expansion. The stability provided by the regular meetings every night led to a fairly large crop of new members, including some of the names now very familiar throughout the fellowship: George R., Bobby S., Richard H., Mike M., Mel H., Dennis McG., Steve B., Mike R., Hal G., Mike M., and Bibs W. But as the fellowship was finally growing, it lost two of its early members. In 1967 Cy M. died of cancer. Cy had been attending more AA than NA meetings in his final years, so he didn't leave a lasting impression on NA. The other member, Scott, went back to using and was unable to maintain enduring recovery afterward.

Important sociological changes were occurring about this time in the general society that were to have an impact on the fellowship. The "hippie" generation, the anti-Vietnam War movements, and the general growth of the "drug subculture" were generating an increasing number of addicts who hadn't used heroin and had not been intravenous users. Many of these new addicts were, to all appearances, conducting almost normal lives.

Law enforcement efforts in some places, including Los Angeles, began to concentrate on marijuana users, imposing strict penalties for possession of even the slightest amount of the drug. This produced a growing number of "not quite hard core" addicts who were experiencing severe consequences, but, being addicts, couldn't stop using and needed help. Hundreds of these college-age marijuana users were going to jail each month. Parents of these users were inclined to seek assistance, and the users themselves were looking for help, some place where they could arrest their addiction before it got any worse or they ended up in prison. Also by 1967 the military was beginning to return to civilian life a growing number of Vietnam Vets who had become addicted to a variety of drugs. This vast breeding ground for {51} addiction was to provide a large number of members in the years to follow.

By the end of 1967, the fellowship had about thirteen meetings, and there was a growing interest in literature by and for NA. Nearly everyone was still using AA literature, and most still attended AA meetings. The trustees, as well as most of the other older members, were having more frequent discussions about developing more NA literature, creating better communications and establishing an office to handle these matters.

While expansion continued in California, an unrelated program was started in the Angola Penitentiary in Louisiana on December 16, 1967, for drug addicts. Under the guidance of Deputy Warden Lloyd Hoyle, a group of inmates known to be drug addicts, and interested in overcoming their addiction, began attending weekly meetings. Hoyle used a modified version of the AA program for meetings which were run by a staff member. These meetings became a valuable asset to addict inmates seeking to gain early release. These meetings continued for a number of years, but eventually the emphasis shifted to alcohol and the meeting became part of the local AA institutional activity.

Over the years a considerable number of inmates volunteered to attend meetings. A nonprofit corporation was formed to manage the organization and they chose the name, "Narcotics Anonymous." A quarterly newsletter was published and distributed. In the July 1971 newsletter, "Red" B. the member chairperson, reported, "Since our inception . . . ninety-two of our members have been released; forty-nine by parole and forty-three by discharge. Of this number, fourteen have been returned to prison; six for parole violation, four more for parole violation and a new sentence, and four who were discharged and returned for a new offense. Five of our released members are deceased; one of natural cause, two from overdose of narcotics and two were shot (one by the police and the other in a fight)."

Although more details would be needed in order to validate the implication these statistics suggest, it does represent an enlightened approach to the treatment of incarcerated addicts. While such efforts by staff to manage a meeting for addicts would be rejected by most members today, it is hard to criticize their ef-

forts, considering that NA was not then available in Louisiana. The full extent of communications that may have existed between the California NA fellowship and the Louisiana prison program is not known, but a copy of the 1971 report was sent to the Sun Valley address.

An important outside enterprise called the Chrysalis Foundation was created around 1968 that was to have considerable impact on the fellowship. The name was chosen for its symbolism, suggesting a {52} place where a transformation could happen to drug addicts as they kicked their habit and became productive citizens. This organization had, among its founding members, Bill B. and Beth B. They established a residential facility at which addicts could find refuge from their life of active addiction and maybe stay clean long enough to pick up the fundamentals needed to live clean. Key to this enterprise was a strong connection to NA meetings and NA philosophy. They started in an old ranch house in San Jose, but were soon able to find better temporary quarters in a few model tract homes which were tied up in litigation and had never been used.

They had no funding at first; addicts simply showed up in growing numbers with no money. Mary recalls, "They were literally sleeping on the floors, wall to wall." Special credit for the early success of the venture went to Beth, because she kept her regular job and her income paid for many of the basics. Bill was known as a good hustler, so he took on the task of keeping everyone fed. It was a hard job. Mary remembers one stretch when all they had to eat for about two weeks was stale donuts and rice. But they held together, and some managed to stay clean. This new addict population burst into the meetings of Northern California and growth was rapid, but also troublesome.

In a relatively short time, they were able to secure funding from the county, and then to receive federal grant money. This allowed them to find better facilities in three different communities, and to pretty much meet all their basic needs. For a while they had a facility in the town of Gilroy, another in Redwood City, and then an adolescent facility in San Jose. The nonprofit corporation Board of Directors took a more active role in the management than some wanted, and its direction began to move away from the kind of facility that Bill and Ed had in mind. In less than a year, Bill and Ed returned to the Los Angeles area. Mary and the others kept Chrysalis going. From this beginning, other organizations were eventually founded that had similar objectives and practices in both ends of the state.

As 1968 approached, Mel H. was added to the Board of Trustees. An acquaintance of his, Judge Leon Emerson, then sitting on the Superior Court in the southeast L.A. County community of Downey, was introduced to NA. Judge Emerson was already involved in getting help for alcoholics and had an interest in helping addicts as well. He investigated NA a little and concluded it was a great idea. He began to order addicts convicted of drug-related crimes to attend NA meetings, just as he did, as he put it, for "plain drunks" whom he ordered to AA. It was not long before he was invited to become an NA trustee. He accepted, and for nearly five years was an active participant in many trustee meetings. {53}

In 1968, in response to the discussions about getting better organized, improving communications and producing more literature, the first NA newsletter was started. It was titled *The Voice*. Published under the auspices of the trustees, the First Edition was printed in February using a "ditto" machine. It acknowledged that the NA lineage, "west of the Rockies, started with one group in Sun Valley. . ." and offered the promise of a more unified fellowship. This is an interesting quote, in that it acknowledged by implication the existence of an NA Fellowship "east of the Rockies," without providing any specific details. Included in its entirety was a story by Jimmy which may have been an early draft of *Another Look*. Included also was a statement of purpose and aims for the newsletter. One of them was, "To help in establishing our own Publishing Company named 'C A R E' letters standing for. . .

C..... Compassion

A..... Action

R..... Respect

E..... Empathy"

This was later expanded to include the NA for Narcotics Anonymous, and then abbreviated as

CARENA.

This simple but profound idea for a fellowship publishing company operating under an acronym made sense. It would disguise the possible negative inference to drug addicts, and maybe protect the anonymity of its directors and workers. However, it was to become the cause of a twenty-five year battle over publishing issues such as copyright ownership, and to engender suspicions of hidden royalties.

Jimmy became seriously ill with tuberculosis in the late 60's. It is reported that around 1968 he began a period of home rest and hospitalization that covered most of the next four years. Constantly in and out of the hospital, he was quite weak most of the time and unable to actively play a leadership role in the fellowship. Members came to visit him both at the hospital and in his home. As the fellowship he had so long nurtured began to take hold, he could only watch from the sidelines. Although his direct impact diminished for a while, when his health returned, he again became a leader in the fellowship. While he was in the hospital, however, Jimmy designed the NA logo with the double circles and it became very popular.

While Jimmy was battling tuberculosis, Bob B. took over the jobs Jimmy had been doing on literature production, distribution and correspondence in response to letters people were by then sending to NA at the Sun Valley address. As the chairperson of the Board of {54} Trustees, he was already taking care of the overall administration of the fellowship, such as the job entailed at the time. He arranged for their regular meetings, and usually did most of the communications for them when decisions were made.

The Second Edition of the newsletter was published more than a year after the first one. In Volume 2, dated June 1969, trustee chairperson, Bob B., issued a keynote comment about his own recovery, "It has been my experience that the program works as long as I work it, one day at a time to the best of my ability, and that is ever changing." Bob admits, however, that during these years the trustees didn't meet very often. In the same issue, Hank M. shared in a letter, "a little over three years ago NA had given me a new life when drugs had almost destroyed it."

Two significant events occurred in 1969. One was the creation of a formalized structure for the fellowship, and the other was the adoption of a structure for the Southern California institutional activity. The formalized structure came as a result of the continued growth of the fellowship. Jimmy and Bill, through their many discussions, had evolved a picture of how NA might finally get some real structure. In so doing, they might keep up with the responsibilities for getting things done. Jimmy and Bill wrote the draft and Bob B. wrote a statement of need, based on the Steps and Traditions. Bob oversaw the writing of a set of bylaws for a "General Service Organization (GSO) of NA in the Greater Southern California Area" which was distributed to every group. There were only nine in Southern California and five in Northern California at the time.

The bylaws describe the purpose of the organization as having responsibility for maintaining a central office or business meeting once a month as a communication center for NA in this area or as a whole." Provision was made for a General Service Organization Manager who would, among other duties, "refer to the GSO matters of major determination of policies, major expenditures or unusual fund commitments, and major changes in personnel." While on one hand the document seems to be the foundation for an area committee for the Southern California community, it did in fact lay the foundation for the entire service structure of the fellowship at that moment in time.

The bylaws described a "General Board of Trustees: composed of appointed trustees, to safeguard NA Traditions, to be responsible for service funds, to oversee service units, service staff and all functions of present and future units." This provided a legitimate foundation for the already existing board.

A General Service Conference was proposed: "At present (the General Service Conference) will be composed of officers of GSO {55} and the trustees both addict and non-addict of the (General Service Board). This present unit will be a working and functioning committee. Their joint responsibility will be to conduct the business affairs of NA until such time as we grow in numbers and in regional representation to the ideal structure to take over its legal functions as outlined in full charter." The reference to a charter

is misleading as one was not then written. Presumably one would be written when the need arose. Additionally, the “conference” was one of those ideas that, after adoption, seems to have been forgotten. This document was approved and served as the service structure until after *The NA Tree* was approved by the trustees in January 1976.

An office committee was appointed and took over the responsibility of producing and distributing literature. The office committee reported to the Board of Trustees. A telephone answering service was already in operation at this time, and the duty of responding to the calls remained with the committee then in existence. This committee maintained a list of active Twelve Step workers who were called and asked to respond to each call that came in. Chairpersonship of this committee was rotated periodically by election among the participants. The list of these workers in 1969 and in subsequent years shows this was a real training ground for future NA leaders.

This structure recognized and legitimized things as they were. The only real change was the General Service Organization, which began a monthly meeting that a representative of each group was expected to attend. The groups (most of them anyway) sent representatives to the GSO meetings, at which business pertaining to the groups, institutional commitments, social activities, public relations and similar matters were considered. These GSO meetings were held fairly regularly until the mid-seventies when the service structure changed. The functions initially carried on by the GSO were eventually superseded by the World Service Conference (WSC) and a regional service structure.

The meetings in Northern California followed this example and started their own GSO which concentrated strictly on mutual support and group-level matters. They also formed an intergroup to handle the literature and telephone helpline responsibilities. Their meetings began in early 1969 and similarly continued until the mid-1970's transition. It was through the Northern California intergroup that the Northern California fellowship had most of its contact with the trustees and the Southern California fellowship until the World Service Conference began meeting annually.

Soon after the GSO structure was adopted, the Institutional Committee created its own guidelines. The Southern California membership had been engaged in institutional work for years, with {56} an informal committee structure covering several institutions. By adopting a structure and guidelines, it set the stage for future institutional work across the fellowship. About two years later, Northern California adopted similar guidelines. While adopting a structure really didn't increase member participation in institutional work, it gave the institutions more confidence that they were working with a legitimate organization.

Before the winter of 1969 was over, Bill B. and Ed M. had returned to Los Angeles after having a “parting of the ways” with the directors of Chrysalis House in Northern California. They talked about Chrysalis with others and most people felt it was something they should try in Southern California too. They looked around, found an empty building, and started accepting addicts. In May of 1969, Bill B., Bob B., Myrna S., and several others opened a “house” where addicts could stay while they “kicked” and got back on their feet. Bill found a place in the community of Sylmar, in the northern part of the San Fernando Valley. It was an old rundown building that had been used as a warehouse and later as a recreation center, but the price was right and there was plenty of room. It was like a barn in some ways, and they had to erect temporary partitions to separate the men from the women. They called their place, “Reprieve House,” the name perhaps borrowed from the phrase “daily reprieve,” emphasizing the one-day-at-a-time concept of recovery.

Bill ran the place, giving direction and order to the chaos of twenty or thirty addicts in various stages of detoxification or recovery living under one roof. He organized their day into housekeeping chores, physical exercise, step study, group discussions and meditation time. Work groups were assigned different tasks that were essential to the success of the facility, not the least of which was the “hustle” team who scoured the community for donations of money and food. Bill had gotten even better at this duty and seemed to always find enough provisions for everyone.

Bill intended that the length of stay might be a year or more, so in order to develop an inexpensive

staff, he structured the residents so that those with more time and more recovery were given responsibility for various projects, including overseeing newer residents. If money could eventually be obtained, he intended to pay these resident staff members a small stipend. In time he hoped to be able to have a fully professional staff to assist him. This basic model was used in the next venture, and provided the framework upon which numerous treatment facilities would later be based.

As this decade came to an end, Narcotics Anonymous was perched on the verge of success. From just a few members at the beginning of 1960, NA had grown to a force of more than two hundred {57} recovering addicts, with nearly sixteen meetings in Southern California and nine meetings in Northern California. The Rockefeller laws had ended the New York fellowship by then, and the isolated efforts by the Salvation Army and others to start meetings had all either faded or were rapidly fading away. The remaining branch of Narcotics Anonymous, the portion that started with the meeting in the San Fernando Valley in California in 1953, was about to explode around the world. {58}

Chapter Four (Late 60's & 70's)

The Growth of a Fellowship

All around the world addicts wanted to end the nightmare they lived in – to stop the pain and misery. Through miracles of circumstance and the provident hand of God, the Los Angeles solution was working, and was poised to spread around the world. Although many of the new meetings were tentative, and their members uncertain if this really was the answer, enough members kept coming back so that regular meetings could be counted on.

The stability that was appearing in the final years of the sixties was grounds, for hope that meetings could be started in other places – without the necessity of the founding members having first gotten clean in AA. Fortunately, there were unseen forces, as yet not connected and harnessed, that were moving in the direction of helping addicts start meetings everywhere. This chapter provides a glimpse of how and where the fellowship sprang up in numerous places throughout the decade of the seventies.

Among the forces that had the effect of stimulating the growth of NA was a general disconnect between the stated philosophy and the actual practice of many AA communities. While loyal AA members were clear that AA was only for recovering alcoholics, they were often sympathetic to people addicted to other substances and could turn a blind eye to the participation of these people in AA. Often AA members would start “dual purpose” meetings or AA meetings for addicts, keeping them running so that addicts could find recovery. The longer NA stayed around, the more the word began to spread in AA that groups should “help those drug addicts to start their own meetings.” And in many communities there was a close relationship between NA and AA for a long time. Some of those early meeting formats and members’ concepts of recovery came directly from the local AA meetings. Coincident with this general attitude was the growing success of alcohol treatment programs. {59}

Early treatment centers, like Hazelden, had shown by the 1960's a successful track record with a large number of sober alcoholics – still sober years after they had gone through treatment. Usually when these folks left treatment they were immediately plugged into AA meetings in their home town. The growing success of treatment programs such as Eagleville Hospital and White Deer Run in Pennsylvania, Pathways in Northern California, St. Mary's in Minneapolis, just to name a few, had gained considerable public confidence. Mixed in with the alcoholics were a number of other addicts. Their success, although hidden by their participation in AA, was testament to the fact addicts could recover using the AA model. All of these forces, combined with the growing numbers of addicts seeking to find a solution through the haze of addiction, led to efforts to start meetings in a number of places.

Although California NA was not strong enough to really help addicts in distant places until the middle 1970's, they tried. True, there wasn't much in the way of literature, but *The White Booklet* and some letters or phone calls would have been enough to get a meeting started or to keep one going. And at first, this is what happened. Many times these meetings were greatly influenced by AA members or treatment centers from which they got support. This, in part, was a source of much of the diversity within NA – and still is.

The story of how NA got started in each new place has its own unique history and set of participants. A glance at a few of those early efforts to start NA outside of California in the late 1960's and 1970's will help illustrate what it was like when NA was just starting out. Some of this information was in reports given at the conference in the early 1980's. Since most of these reports were given by people who were not involved in starting the meetings they wrote about, a lot of the information is vague and possibly incorrect. And although considerable investigation went into gathering supporting interviews, the amount of truly accurate and comprehensive written information about the beginnings of individual meetings is pretty limited.

I hope readers will forgive this shortcoming. Additionally, I ask forbearance for not being able to report on every “first meeting” in every state, province or country. The lack of space and time to gather reliable information has caused me to be selective. However, I believe the historical information reported here is basically correct and will paint a picture of the various and unexpected circumstances that led to the formation of NA meetings. {60}

The Late Sixties

The first expansion meetings, as we saw in Chapter Three, were in Northern California, started when NA members moved there from Los Angeles. Keep in mind that in 1966 there were only six meetings in the Los Angeles area. Near the middle of the year Sylvia, Richard, Penny, and Scott all moved to Northern California. And since there were no meetings there, they started one in Berkeley and then another in San Jose, then San Francisco, and slowly the fellowship grew on both sides of the San Francisco Bay.

In the fall of 1967, Steve B., an NA member from Southern California, moved to Sebastopol, north of San Francisco. He soon started a meeting with the help of three guys in AA in the nearby town of Cotati, but within a month moved it to St. Sebastian’s Church in Sebastopol. It was small at first, but the AA folks came over to support it, and a nearby halfway house would occasionally send people. Steve would take a bus on Fridays for a two hour ride each way to go to meetings in San Francisco, and on another evening to the Berkeley meeting. Every once in a while those folks would come up to his meeting. But after more than two years, the meeting folded. Steve went to AA for several years before starting NA again.

In Victoria, British Columbia, Canada, in 1967, a meeting was started, but only one member, James D., was able to stay clean. Then in 1968 he made another try with six other addicts, none of whom had any contact with NA in California. Known as the “Victoria Group,” this meeting continued irregularly and moved from one location to another. Although it disbanded in December of 1970, James kept the notices with his home phone number in circulation, and did Twelfth Step work as it arose. From this he tried again; this time they met in members’ homes. They tried again in about 1972, and this effort lasted about four years. Finally, in June of 1976, enough members were around to start a regular meeting on Saturday nights at St. Barnabas’s Church Hall. That meeting continues on to this day. The group had been using AA literature until 1975 when they wrote to AA asking for permission to transpose the literature into NA lingo. They were told “no,” and referred to the NA World Service Office. The group soon registered with NA.

In December of 1968, an addict named Tom M., soon after his release from a California prison, arrived in Hawaii on a one-way ticket. He hadn’t lived there before and had no friends there, so he spent his first night on the beach. He woke up on the beach in the morning and encountered Flobird, a maverick AA member. Flobird had a habit of visiting that beach to meditate, but never at that {61} particular time of day. But she went early that day, and upon meeting Tom, knew why she was drawn to the beach so early.

Tom took up residence at Flobird’s house, where other souls of kindred spirit were finding the support they needed for recovery. Because there were no NA meetings, they all attended AA. Unfortunately there was considerable animosity within the local AA membership against Flobird and her band of addicts. The meeting held in her house was not looked on with approval from other AA groups. The following year Tom returned to Los Angeles for nearly five months, where he connected up with NA and attended a number of meetings. When Tom returned to Hawaii, he went on attending the Flobird meeting and other AA meetings.

One of the vocal adversaries within AA was Pete P., who ironically found himself running a methadone clinic in 1971. After getting disheartened that so few were getting clean, he eventually talked to Tom, who told him about NA in California. He quickly wrote to the Sun Valley address and obtained *The Little White Booklet*. In January of 1972 he arranged for a meeting place at Fort De Russy (an old Army facility). He convinced Tom and several others of Flobird’s group to come if he would bring some newcomers. For

six weeks he opened the meeting, had coffee ready, and kept things going. At that last meeting he told the addicts it was *their* NA meeting, and he never came back again.

Over the next few years the meeting struggled along with just a few regular members because the Hawaii drug culture was pretty much a transient society. A long simmering controversy developed as several members continued to smoke dope, feeling that if they were off heroin, they were basically clean. It was not until Judy K. and Frank S. contacted the NA office in 1975 that they got the message that total abstinence was an essential part of NA's message of recovery.

One of the oldest NA members in Michigan (as of 1984) shared that they had attended a meeting that had been started in February 1969, on Detroit's Jefferson Avenue at a Presbyterian Church. The meeting was sponsored by an NA group out of Cleveland, but when the member returned several months later the group didn't exist. This was the same member who attempted to start a meeting in Bay City, Michigan in 1975. Another effort to start an NA meeting near the end of the decade happened in Key West, Florida in 1969, which was believed to have established some contact with California NA.

But the most amazing outgrowth of the California fellowship occurred because of one White Booklet that was given to an addict at a California AA convention and ended up in the hands of another AA {62} member, but one who was a true friend of NA. The story deserves a complete telling, as it becomes the history of the strongest fellowship outside of California in the 1970's. It started in Philadelphia and showed the kind of AA friends Jimmy K. used to talk about also lived in Pennsylvania.

In March of 1959, Dick F., an alcoholic living in Philadelphia, reached the end of his using days. Upon finding AA he became a regular member and actively helped others find their way to recovery in AA. As best he can remember, one day in 1965, he was called by the Philadelphia intergroup office (a routine occurrence as he did twelve step calls regularly) to do a twelve step call on a young man. The office suggested the young man might be a heroin addict rather than an alcoholic. As usual he tried to find another AA member to accompany him but none was available, so he went alone.

He arrived at the address in an affluent area on the north side of the city. There he found Roy P., who was indeed a young heroin addict. Although Dick immediately disliked the guy, within a few minutes he clearly identified with his suffering and his addiction. He proceeded to take Roy to AA meetings and Roy remained abstinent from active addiction. Roy continued to go to AA meetings and Dick took him on as a sponsee. However tolerant the AA members were at the beginning, some of the purists mounted an effort to vote that Roy could not participate in the meetings because he was not an alcoholic.

When the vote was taken, Roy was indeed voted out. However, while he sat outside the meeting in tears, Dick and he continued talking about it. Dick, always the pragmatist, suggested that Roy have a few drinks and that would qualify him as an AA member. Roy responded that if he had any drinks, he would be back to using heroin immediately. At that, Dick was convinced Roy was an alcoholic (despite having used other things) and they returned to the meeting despite the vote.

Roy continued to remain clean over the following years and in 1969 he visited his father who then lived in California. Before Roy left, Ray L., a friend in AA who had heard of NA in California, suggested that Roy look up those folks and see what they were all about. While in California Roy attended an AA convention and there met a man and his wife who gave him a copy of the White Booklet. Upon his return to Philadelphia he shared the booklet with Dick Flanagan and Ray Lane. They decided to print some on their own and Dick put up the money to produce a thousand copies.

About that time, Dick was hired as a principal counselor by an alcoholic treatment program at Eagleville Hospital north of Philadelphia. Dick introduced the White Booklet as part of the literature handed out to addicts in the program. Through the combined efforts {63} of Dick and Roy, the hospital then consented to allowing them to have an NA meeting in the facility. Intent on doing it right, Dick presided over the meetings, but all the addicts in the facility came to the meeting to share. The meeting survived about six months, but unfortunately Roy had a slip and Dick accepted a new job. In 1970, the meeting died. The Eagleville treatment program, however, elected to expand the admission of addicts on a regular basis and

copies of the White Booklet were kept and used along with their dissemination of AA literature. Over the following years Eagleville Hospital treatment center treated and released hundreds upon hundreds of addicts that it fed into the local fellowship. At first into AA, but in time the addicts elected to start meetings for themselves.

The new job Dick F. took was at a new treatment program called White Deer Run in the town of Allenwood, along the western branch of the Susquehanna River near where US Highway Eighty crosses it in central Pennsylvania. As the director of therapy he established a policy of allowing up to one drug addict as a patient for every two alcoholics, thereby allowing up to forty or more addicts into treatment at a time. Using the White Booklet, along with the usual AA literature, the addicts were introduced to a stable regimen and AA meetings in the facility. Every patient also had to have an AA sponsor. In a short time he created an NA meeting in the facility on Wednesday nights. Later he also started a Sunday afternoon NA meeting. He led the NA meetings, but the addicts did the talking. Although the original White Deer Run program concept was to have a twenty-eight day program, it was soon expanded to forty days for alcoholics and sixty days for addicts. To keep up the supply of White Booklets, more were printed, this time with a statement on the back, "compliments of White Deer Run."

Among the early patients of White Deer Run was Don L., an alcoholic. His transition (as well as that of all other patients) out of the facility involved living in a kind of "halfway" house, finding a job and going to meetings. He rented an apartment and over the next year had four or five room-mates at a time, each staying months or longer. In order to "track" patient success and assure that recovery succeeded, White Deer Run required all addicts to submit to urine testing before going onto the property to attend meetings. Over the next few years several hundred addicts from all over Pennsylvania went through White Deer Run and used apartments and homes in the nearby towns in their transition. It proved to be a good process as it kept addicts from immediately going back to their old neighborhoods and connections. It also kept a number of recovering addicts within commuting distance of each other, although many had to hitchhike {64} to meetings. Over the following twenty years White Deer Run treated thousands of addicts.

Not long after Don was settled into a routine, he and Dick Flanagan worked together to start a meeting outside the facility. They started a "Drug Abusers Anonymous" meeting about twelve miles south along the river in the town of Lewisburg on Tuesday night at the Baptist Church on Third Street on January 24, 1972. Don sponsored the meeting. Later in the year, on September 22, 1972, Don helped start another Drug Abusers Anonymous meeting, this time at the Divine Providence Hospital on Friday night in Williamsport, about twenty-five miles north of White Deer Run, near where State Highway Fifteen crosses the Susquehanna River. In February 1973, Don made contact with the World Service Office of NA in California and the groups decided to change their name and become part of NA. There were some problems with communications as they sent several letters and more than one literature order but received no response. The two groups adopted the White Deer Run philosophy about urine testing and required those who elected to be voting members of the groups to submit to the twice weekly urine testing. Later other meetings were started in Sunbury, further south along the Susquehanna River, and in Danville on the east branch of the river.

Meanwhile, back in Philadelphia, among the addicts in the Eagleville Hospital treatment program while the NA meeting was going on, were two brothers, Mike and Dan S. Not long after their discharge from Eagleville, they, along with several other addicts began to meet in a clinic in Norristown, not far from the Eagleville hospital and eventually called it an NA meeting. This metamorphosis into a meeting took place near the end of 1970. This meeting was eventually called the Norristown meeting. Not long afterward Dan and Mike started other meetings in Upper Darby and Springfield, two suburbs west of downtown Philadelphia.

Then in June of 1972, Brian and Ray T., along with a long list of partners from Eagleville Hospital, Roy P., Dutch H., Sharon I., Maureen McG., Mike and Jim S., Jimmy B., Bill B., Jimmy C., Ron M., to name a few, started three meetings almost simultaneously. These meetings were at the First Christian

Church at tenth and Boulevard (Friday), Muhlenberg Lutheran Church on Ruscomb Street (Tuesday), and another across the river in Bellmawr, New Jersey (Saturday). Lots of addicts going to AA meetings started attending these and made them stable enough that others were then started at Byberry Hospital (Sunday), and Collegeville at the St. James Episcopal Church (Thursday). For a while the Norristown group folded and started again, and the Bellmawr meeting died. A little later a meeting in Southampton started at the Today Clinic west of the Second {65} Street Pike. By the end of the year they had meetings five nights a week near the center of Philadelphia, and three others within a short distance of the city.

As 1973 came around, the meetings in Philadelphia decided to get formally organized. After discussing it among themselves for months, they set February fourth as the first meeting of what they called the "NA Intergroup." Five groups were recognized at the meeting, and they elected Ray T. as chairperson, Rick M. as treasurer and Charles F. as secretary, each for a three month term. They decided to meet monthly, assume responsibility for providing literature for all the groups, make a meeting list and contact world services. Not long into the year, two more meetings were added including a restart of the Norristown meeting at St. Augustine Church (Tuesday) and at the AFLCIO Union Hall on High Street (Wednesday).

Near the beginning of 1973, the Philadelphia groups learned about the meetings in Williamsport and Lewisburg from a call inviting some of them to come out to speak at one of their meetings. A date was set, and four members drove west to share at the Williamsport meeting. Upon arrival they were told they would have to submit to a urine test (to prove they were really drug free) before they could speak at the meeting. Their response was to decline the offer to speak, but left the offer open that they would return when the group came to its senses and invited them again. Over the following months they communicated, even having their intergroup meet out there. However the western groups believed the urine testing requirement was right for them and they voted to continue that policy even if it meant they could not participate as voting members of the growing Pennsylvania fellowship. The urine testing requirement was retained by the groups for several years and it was some time before this hurdle was overcome and the groups fully integrated into the rest of the Pennsylvania fellowship.

Over the following months and years, as their minutes show, the intergroup methodically organized themselves into a working force, adding meetings locally as well as helping meetings across Pennsylvania and in neighboring states. This strong foundation was to have a dramatic impact on the whole US Eastern Seaboard. They did communicate with the office in California repeatedly, but communications, especially responses, were slow. Many of the learning experiences the California fellowship went through, the Philadelphia meetings also went through in due course, using the same literature, Steps and Traditions as their base.

Between 1969 and the beginning of 1973, ten NA meetings came into existence in Pennsylvania, with no help from California, except one White Booklet. At that time there were only forty one meetings {66} in California. Also, two established treatment programs started sending recovering addicts into the community with White Booklets and knowledge of NA. All of this came as a result of having one copy of the White Booklet and getting it into the hands of an AA member who knew what to do with it. Dick F. became the father of NA in Pennsylvania, and much of the eastern fellowship, not because he had any desire to be remembered in history, but simply because he believed recovery was possible for addicts who used the Steps and went to meetings.

1970

A woman named June K., an AA member living in San Diego, got in touch with NA members in Los Angeles and with their help got the first NA meetings started at the Black Panther's Hall in October. Help was provided for a number of months, but in time the meeting folded. Over the succeeding years efforts to restart meetings in San Diego sprang up again and again.

During the middle of the year, a member was harassing other addicts he knew in AA meetings in Dallas, Texas about starting a meeting for themselves. Finally he and his friends Jim P., Bob T., John D., Bob F., Kim K., and Tanya G. got together and in the fall started a meeting in the parsonage of what is now the Old Lovers Lane Methodist Church in Dallas. After a while they were meeting twice a week, on Saturday and Wednesday. Since the office in California was so slow in getting literature to them, they decided to make their own. Their first printing of the booklet included about five thousand copies – about a two-year supply for California at the time. The group was small, and when several key members moved, it got harder to keep it going. In a letter, Jim P. wrote to the new group in Atlanta in 1974, he said of the beginning in Dallas, “We had only eight people at our first meeting and only five stayed. But we are four years old this summer.” Jim didn’t mention they were struggling at the time, and the group slowly disbanded about December of 1975.

Peggy T. was a middleclass, white housewife with a drinking and pill problem when she found recovery in a supportive AA group in western Washington in 1962. Five years later when she moved to Portland, Oregon, she became involved with trying to bring recovery to women in the local jails. It was tough at first, since most of the women were black street addicts, a drug-using culture she was not familiar with. But she was stubborn and kept at it, finally starting a women’s halfway house. By 1972 it was called Freedom House and was also open to men. {67}

Her first contact with NA in 1969 was not positive, so she continued to use AA literature, inserting “drugs” and “addict” where appropriate. From the beginning of Freedom House she held a Wednesday night meeting, mostly thought of as an AA meeting, but intended for drug users. Finally in 1973 with the arrival of Harry W., a native of Portland’s black community, the transition to NA began. Harry came through Freedom House and took seriously the notion that he could overcome his addiction to drugs. After barely a year’s clean time Harry knew that NA was where he belonged.

With the help of two Priests, Harry started an NA meeting at Immaculate Heart Church in January 1974. He later made contact with NA meetings in Washington State and then finally with the office in California. Although they were eventually able to get NA literature they continued to keep close ties to AA (which was generally very supportive) until the third and fourth meetings were started in 1978.

1971

Some members who had attended the earlier San Diego meeting started up again in another location and then moved to Pacific Beach. In 1973, eight more meetings were started, but the community was not strong enough to sustain them, and most folded before long. Eventually one meeting was consolidated from among the remaining members, and they stayed together.

In August, Sylvia M. received a letter addressed to the Berkeley mail address. The letter was from a Sonia M., of the Grupo Familiar De Al-Anon in Sao Paulo, Brazil. In the letter she reports they started a group for addicts five months earlier called Toxicomanos Anonimos and that six members were off drugs. Sylvia sent some pamphlets and a nice letter of encouragement. Since the group does not appear again in the skimpy records of the following years, it is assumed the group later folded.

Although the details have not surfaced, a meeting was started in Atlanta, Georgia, during the year. Bo S., later a key figure in the writing of the Basic Text, was involved in this effort. In a footnote to the financial report given at the first World Convention in November it showed donations had been received from meetings in Georgia; Haley, Idaho; and both Las Vegas and Reno, Nevada. {68}

1972

Jim N., who had gotten clean nine months earlier, started a meeting in July with the help of his probation officer. It met at a new treatment center in St. Johns Hospital on Thursdays in Salina, Kansas. After a few months it was moved from the center and continued for some time, but then folded. Jim then moved to

Cedar Falls, Iowa. There was also a meeting about sixty miles away in Hutcheson, Kansas, but it survived only about six months. Meetings were started in Salina several times over the years after this, but they also folded. In the early 1980's they finally took hold.

A letter was received at the office in May from an addict named Jim in Detroit, Michigan. In his lengthy correspondence he relates that a meeting for addicts then existed in the Waterloo prison camp. He was asking for literature and announced he was preparing to have a newsletter in production in the near future. He explained the group format and what they were reading from NA literature. He also advised they were reprinting some AA literature with the statement used by the Northern California GSO that described what NA was. Sadly, contact was probably lost; this meeting does not appear in later reports.

Another letter announcing the existence of meetings arrived in August. Richard V. wrote to advise that Jack C. from San Francisco had been instrumental in starting meetings in June in Cleveland, Ohio. The letter tells of two meetings at a bank building on Lorain Avenue on Wednesday and Friday nights. He also invites California NA to reprint copies of the Cleveland group's publication "12 Points" as long as they give credit to "Cleveland, Ohio Narcotics Anonymous."

Meetings listed in the directory prepared near the time of the convention included: Phoenix, Arizona; Ontario, Canada; Denver, Colorado; Mt. Pleasant and Iowa City, Iowa; Duluth and Minneapolis, Minnesota; Cleveland, Ohio (3 meetings); Springfield, Upper Darby, State College, Altoona and Norristown, Pennsylvania; San Juan, Puerto Rico; Memphis, Tennessee (2 meetings); Dallas, Texas (4 meetings); Ogden, Utah; and Tayehesdah, Wisconsin.

1973

George and Ann B., while going through treatment in Houston, Texas, were informed about NA, but since there were no NA meetings there at the time, they went to AA after treatment. Months later some of their friends (also addicts going to AA), were given a copy of *The Little White Book* from California. After talking about it, they all got together and started a meeting at the St. Joseph Hospital, Cullen {69} Family Building on Wednesday nights. In this way George and Ann B., Toni C., Gino H., Ernie and Larry began "Alive and Kicking" the oldest continuous meeting in the state. In the following year another group began in Houston, calling themselves "Natural High."

Probably the first meeting to start and survive in Florida was begun in West Palm Beach. Now called the "Mainline Group" it was small for many years. There is some evidence that this group was in contact with California NA after a period of time operating alone.

In Cedar Falls, Iowa, Jim N. tried again to start a meeting, and for nearly nine months kept one going in the coffee shop of an automobile dealership. About a thousand miles to the east, Lin A. reported the first meeting in New York State connected to the California fellowship began on August thirty-first in Buffalo.

1974

Ray C., who had been to NA meetings in San Francisco several years earlier, found himself working in an outreach program in Dade County, Florida. While at the center he hooked up with Marvin B., who had been the secretary of the Salvation Army group in Cleveland back in 1963. They knew about NA in California and together they ordered some literature. Once they had it, one said to the other, "we need to start a meeting." And thus began their meeting at the Little River AA clubhouse on Wednesday nights.

After attending AA in Atlanta for about two years, Pat H. was being prodded to start a meeting for addicts like herself by friends who had heard of NA. She relented on August twenty-fourth, and helped start a meeting at the Peachford Hospital in Atlanta, Georgia. The group soon called itself the New Connections Group. A letter was immediately sent to NA in California, although no response came back. But, a few weeks later, an unexpected letter arrived from Jim P. in Texas which contained a copy of *The White Booklet*. It turned out that Jim had been talking with Jimmy about the time the letter arrived and Jimmy asked

him to send something to them, which he did. He offered help and advised the Atlanta group to “bootleg” their own copies of the booklet, which they promptly did. About three months later a telephone helpline was started and a second meeting began in mid-1975. From this nucleus more meetings were to spring up in Atlanta and around the state. Within three years they had an area committee and three clubhouses.

A Tuesday night meeting was started at an auditorium on Hope Street in Lincoln, Nebraska, by Jim N., in his third try in as many years to keep a meeting going. This time it worked. After a while the {70} meeting moved to the basement of a church on Otto Street, and there it remained for over ten years.

In Connecticut a meeting was started at the YMCA, On the Green, in Waterbury. For the first nine weeks there was only one member. Two additional addicts arrived after that and things got better. In December, at the first anniversary, eighty people were present. A second meeting was started in Westport at Halbrook Psychiatric Hospital. This meeting is still going on, although it was changed to a Hospitals and Institutions meeting in 1982.

Larry G. had a job as a welder, working with the crew building a California Prison. He knew he had better do something about his addiction when he later found himself locked up in the very cell he had help build. On his release he found NA in California, then moved back home to Fargo, North Dakota. In 1974, he and a couple other newcomers staying clean in AA started an NA meeting across the river in Moorhead, Minnesota, at Christ the King Lutheran Church. That meeting later spawned other meetings, so that by the early eighties there was at least one meeting every day in the Fargo-Moorhead area. The meeting at Christ the King still meets to this day in its original time and place, 8:00 Monday nights.

1975

In February, two members wrote to the office from Billings, Montana, to announce they had started an NA meeting there. Literature was sent, but communications didn’t continue.

The Faith Lutheran Church in Mt. Penn., a community in Reading, Pennsylvania, became the site of a meeting in May. Held on Monday nights, it survived until the fall of 1978 when it died. However, a member who had attended this meeting helped start a new one in March of 1979, a meeting that continued.

The Michigan representative in 1982 told of a meeting that existed for a few months in Bay City, Michigan, at the Bailey Building on Wednesday nights. During the following few years other meetings were intermittently held at other places in Bay City such as the Riverside Center Friendship House. In 1977 the Bailey meeting moved to the Trinity Episcopal Church. In 1978 the Bailey meeting and another merged into the “Never Alone Group” and have continued since then.

In the Chicago area, a group of addicts from an outpatient therapy group held the first NA meeting in Illinois on Sunday, October 19, 1975 at the Forest Hospital in Des Plaines. The group, including Ron C., who became the chairperson, Fred P., his brother Berry, plus {71} Moon, Heather and Bob decided to meet on a regular basis, and because of support from the rehabilitation institution there was a regular influx of newcomers. There was no knowledge of NA, so the group elected to use AA material and adapt it to their understanding. By the time the group was three months old, there were twenty-five to thirty people at the meetings.

In time a beginners’ meeting was started in conjunction with the regular meeting because of overcrowding. In the spring of 1976 another meeting was started at the Gateway House in Chicago. A steering committee had been set up, and the chairperson of the committee came to have considerable power, often using it arbitrarily. It was only in the summer of 1977 that an understanding of the Second Tradition spread among the members and things began to change. A phone line had been in existence for a long time, and considerable PI work was being done. Finally, in 1978, a third successful meeting was started, and this led to the formation of the area committee. However, it was not until 1981 that these groups matured and organized an area committee truly connected to the broader fellowship.

Far away in Melbourne, Australia, an addict suffering an illness that lasted from late 1975 into 1976

set in motion the beginnings of NA there. Earlier he had obtained a White Booklet from Hazelden and given it to a friend. After the hospital stay, they met two others of like mind who had known about NA when they lived in Sydney. From their discussions, the four started the "South Yarra Group" on August twentieth at the Fawcner Park Community Health Center in Melbourne; seven members were in attendance. At the one-year anniversary of the meeting, sixty addicts were in attendance, and a PO Box and phone line were soon put into use.

After the meeting was started it soon received considerable public attention. The Australian government, much impressed with the venture, was even anxious to give the new fellowship a grant of money – which the young group accepted – with which to carry on the good work. Eager to move the fellowship forward, and still quite inexperienced with the Traditions, the group also published its own literature, since getting it from California was nearly impossible at the time. Their booklet, some thirty pages long, includes most of the NA literature from California, but also advertisements from a variety of local businesses. In a short period of time they had nearly a dozen meetings.

The controversy within the fellowship over the government grant and advertisements, when seen in the light of the Traditions, split the fellowship wide open. Some members reportedly were so upset over the conflict that they ended up using again. In time the meetings nearly folded. It was several years before things got better. {72}

1976

In Wisconsin, a meeting was started in March by addicts in Milwaukee at a facility called Wisconsin Family, a therapeutic community for drug addicts. Sadly it didn't last but a few months. But on November twentieth, four addicts came up from Chicago and started it again; this time it lasted. In attendance at this meeting were about twenty addicts (a handful from the outside) and fifteen professionals from the facility. In the following year, six other meetings were started, one of which later folded.

Over in Nebraska, the Lincoln group branched out and started a Sunday evening meeting that ran for a long time. While it was going, another meeting was started in York, about fifty miles west, on Sunday afternoons. Near the end of the year Linda S., along with Jim N. and Mary L., started a meeting at a Catholic Church school on the west side of Omaha on Sunday nights. It was also about this time that a commitment was made to sustain a meeting at the women's prison near York. From this commitment would come several members who were stalwarts of fellowship growth in the following years. One of the new members to the Lincoln group near the end of the year was Cindy D., who had been going to AA since getting clean earlier. After attending a few meetings she moved to Topeka, Kansas, and had to help start meetings there.

In the *World Directory* published in 1976, meetings in the following places were listed as still active from the list published in 1972: Thunder Bay, Ontario, Canada; "Hand of Hope Group" Denver, Colorado; "The Free Stage Group" in Mt. Pleasant, Iowa; Trinity Episcopal Church on Thursdays in Coralville, Iowa; Duluth and Minneapolis, Minnesota. In Pennsylvania, the Norristown, Upper Darby, and Springfield meetings all continued. The meeting listed as State College, Pennsylvania may have moved to University Park and also continued.

1977

In the first week in February, Cindy D. gathered Bobby F., along with another member who we weren't able to identify, and started a meeting at the Potiwan Presbyterian Church in Topeka on Thursday nights. That meeting still continues. About a month later they started a meeting on Sundays. This was followed by a floating meeting on Friday nights they held in each other's homes. {73}

As best we can determine from surviving but fading memories, it was near the beginning of the year that a representative of a substance abuse department of a farm equipment manufacturer in Waterloo, Iowa,

inquired about how to run an NA meeting from members in Lincoln. They visited the Lincoln meeting, and from that came a Sunday night meeting in Waterloo at the American Legion hall that Jim R. and Joe O. helped set up. This meeting continued well into the 1990's.

In Miami, the meeting at the Little River Club that had started in 1974 was still going but only a few showed up each time. This group got a boost in November when Rosalie R. arrived. While not the gregarious happy person she later became, she brought enough determination to help stabilize the meeting. When the meeting moved to the Back Room Club and named itself the "Bridge Group," it began to grow, and continues meeting today.

At the foot of the Colorado Rockies, the NA "Boulder Group One" was begun on October fourth, a Monday night. Through the good and bad times its members have continued to provide an atmosphere for recovery and started many other meetings.

Finding they were not getting what they needed from the AA meetings they attended, two addicts in Jackson, Mississippi, started an NA meeting. They struggled for three years by themselves but they finally got the help they needed when treatment center referrals began sending people. In 1980 a second meeting was started.

1978

In Moorhead, Minnesota, the meeting started by Drugger Larry was now consistently over a dozen strong and growing. They had been helped a lot by local AA folks, and were beginning to find their own legs. During this year, Rob W., Ron H., Theresa B., and Willie L. all showed up. Sammy V. and Mark S., members who also worked with a local youth addiction program, began sending a large number of young people to the NA meeting. Many of them stayed, and their enthusiasm brought explosive growth. By 1980 it was common to see 75 addicts in attendance at the single Monday night candle light meeting.

Several of those members started another meeting on Friday nights in April of that year at St. Mark's Lutheran Church in Fargo, and soon meetings were sprouting up all over the Fargo-Moorhead area. The Friday Night meeting began having a free dance after the monthly open meeting, sometimes drawing to the speaker meeting over 200 addicts, parents, friends and others in the community {74} interested in this growing, youthful recovery movement. During this period, two members attended the 1979 Atlanta World Convention, and 11 attended the 1980 World Convention in Wichita, Kansas. This contact with NA at large had a huge impact on the growth and stability of the NA community.

While living in San Francisco, Kathy M. had found recovery in NA. Not long afterward she moved to New Orleans, and, finding no meetings there, started one by herself. This first meeting began in February and has weathered through the years, helping hundreds of addicts and leading to the creation of many other meetings in Louisiana.

About the same time, in Baton Rouge (approximately eighty miles northwest of New Orleans), a meeting was started on Monday, February twentieth at the Oak Manor Motor Motel. Three members attended the meeting. It later moved locations and changed its night and survived under the name "Scout Hut," where it met for a while. In September, another meeting was started at the Grenwall Hospital Women's Prison. Unfortunately it soon folded, and only the Scout Hut meeting remained. But the WSO had helped the meetings in Baton Rouge and New Orleans get together so they were able to provide support for each other.

After finding recovery two years earlier in Williamsport, Pennsylvania, Bob P. moved to Aliquippa, north and west of Pittsburgh. On May tenth, with the help of some AA members, he started a meeting, now called the Double Bubble. Held initially in a treatment center, there was a steady supply of newcomers.

In the second half of the year, Julie W., Cindy D., Jim N., and several others from Nebraska and neighboring states, who by then knew about each other, got together and decided to follow *The NA Tree*

and form a service committee. Since the area covered a number of neighboring states, they called it a regional committee, even though there were no area committees at the time.

About seven miles southwest of Gary, Indiana (and only 45 miles southeast of Chicago), a meeting was started in October in the city of Griffith. An addict who had earlier contact with NA in Chicago started the meeting. Among his early memories were two students caught by their teacher for smoking pot and the teacher made them attend the meeting. From this beginning slowly emerged "The Aquarians," probably the oldest meeting in Indiana. {75}

1979

On Super Bowl Sunday, "The Sobriety First Group" held its first meeting at the Butler County Council on Alcoholism's office in Butler, Pennsylvania. Among its early members were Michael C., Maryann C., Danny R., Betty T, Ivan H., Bonnie H., and Timothy H. These dedicated members would see the venture through and kept it alive during turbulent times that followed.

In the early part of the year, about twenty five miles from Griffith, Indiana, a meeting was started in Valparaiso. The meeting was held at a halfway house on Sundays and was the second meeting in Indiana. In time this meeting and the one in Griffith discovered each other and began to work together for mutual support.

In Frankfurt, West Germany, Stephanie K., a US Army drug and alcohol counselor, started a group for addicts she worked with, including one soldier named Bob McD. Pauli B., an Englishman attending AA meetings in the area at the time, was invited to speak at this meeting. Relating to his own addiction, Pauli stayed as a core member of this new group, becoming the bridge between this "American" meeting and the beginning of meetings for non-military addicts in the same area. Pauli started a meeting in Frankfurt in the basement of a church Wednesday night. Two members of this group were Inge E. and Volker V. In May or June of 1979, Volker started another meeting in a town about 40 miles away.

Soon after the beginning of the year, the WSO connected up the Ft. Lauderdale and West Palm Beach meetings in Florida. They had existed without knowledge of each other for some time, although the WSO had been communicating with each separately. With other addicts so close, they were more confident the program would work. Later about half of the membership of both groups went to the World Convention in Atlanta. Most came back with the drive to start new meetings and three were quickly founded. Not long after the convention, an area committee was formed and a phone line was soon put into operation.

Meanwhile in Kansas City, Missouri, Becky and Eddie P., and Bill O. were completing treatment in a local center. They met Terry and Don S., who had a year's clean time. AA had been bringing in a meeting to this facility, but Becky, Eddie and Bill didn't relate well to it. When they completed treatment they started going to a meeting called "Addicts Anonymous" at a halfway house. After a while Terry and Don S. began to attend and the five of them decided to start a meeting called the "Chemical Abuse Group" which met on Friday nights and patterned itself after AA meetings. They met for a long time at the North Methodist Church. Later they learned about NA {76} and the World Convention scheduled for Wichita in 1980. A bunch of members went to the convention and came back excited about NA. This was about the time when the group split up. Some wanted to continue drinking, but simply not use "hard drugs," and they went their own way.

In March, a "dual purpose" meeting of AA was formed in Reno, Nevada, because of the large number of addicts in the regular AA meetings. In April, Randy F., who had found recovery in NA in California, helped transform it to an NA meeting. This encouraged Don D., Becky M., and Mat T. to commit to staying with the meeting. However, it folded in July. Later in the year, at a halfway house for women, these same addicts formed an NA meeting there. The group stayed small, but the commitment was there. In May 1980 the halfway house was closed, but the group remained together, found a new home, and began calling itself "Friday Night Survivors." Early that year they established contact with the WSO. They then

made contact with other Northern California meetings.

On April thirtieth, the first meeting of the Charleston Central Group was held at St. John's Episcopal Church in Charleston, West Virginia. Six persons attended the meeting, but that was enough; the meeting survived and grew, finally starting two meetings in 1980. Most of the early West Virginia fellowship started from these two meetings.

In midyear, Bob McD., who was to have completed his military service at the end of the year, took a week's vacation in Dublin, Ireland. There he had the opportunity to do some Twelve Step work with an AA member who was having a problem with his drug use. He learned from that fellow that there was a therapy group in Dublin calling itself NA. He got in touch with them, gave them his White Booklet because they didn't have any NA literature, and suggested they write for a starter kit. Soon thereafter the group from Dublin registered with the office.

Bob then traveled to London, where he met Pauli, also there on vacation. They went to some AA meetings and shared about NA with several people who spoke about drugs. After returning home, they mailed White Booklets to those people, and this literature was used about a year later by Dudley S. and Johnny H. when they started the first NA meeting in London. This Twelfth Step spirit by Pauli helped start a meeting in Glasgow, Scotland sometime later. Unfortunately he had a hard time communicating with the WSO.

From Ohio, Jim M. wrote to the office to register himself as secretary and Jeff McK. as the group representative for the Original Youngstown Group as a Sunday evening meeting at the Union Hall {77} on Rush Boulevard. His note includes a plea to rush the order he had placed a month earlier for White Booklets.

In the spring of 1979, Bob R. arrived at a treatment center in Palm Beach and soon came into contact with the Mainline Group in West Palm Beach. But upon his return to Joplin, Missouri, he went to AA meetings. In the fall, Blackie B., another addict going to AA meetings in Joplin, heard that Bob had joined NA while in treatment in Florida. Blackie searched out Bob and after a meeting one night asked all about NA. He thought NA was the thing to do and asked Bob if he would help if they started an NA meeting. On October 8, 1979, the first NA meeting in southwest Missouri was held at the Alano club in Joplin. Within a few weeks there were eight addicts at their meeting.

Bob called the WSO and talked to Jimmy, who told him of others in Missouri that had recently contacted him about starting meetings. Bob was soon in contact with Mitch H. in Springfield, Jim and Kat J., who had started a meeting in St. Louis, and Bill O., who had a group meeting at his home in Kansas City. In nearby states, Bob learned of Russ C. in Norman, Oklahoma, and of Mark T. and Sherlyn D. in Tulsa, Oklahoma (who had joined forces to start a meeting there). As the months went by it was decided that an event should be held that brought all these groups together. The following spring an area committee was formed centered around Joplin and the first High On Life Picnic was held in May at Stockton Lake.

A number of addicts who were all attending AA meetings in Pittsburgh found each other and on August sixth started an NA meeting at Turtle Creek Valley drug and alcohol facility on a Monday night. In time, despite the usual ups and downs, they grew and moved to larger rooms at St. Brendan's Catholic Church in Braddock, Pennsylvania. The meeting still carries the message of NA recovery. Several months later a meeting was started in Sharon, Pennsylvania, a little northeast of Youngstown, Ohio.

The sudden growth of meetings in Ohio was duplicated in many places in the eastern states because the World Convention had been held in the first week of September. Members left there "all fired up" and started new meetings and service committees all over the south and east.

John J. had been trying to start and maintain a meeting in Tulsa, Oklahoma since 1975 when he first got some material from California. But each time he tried, few people came and after a while he gave up. So he sheltered himself in a tolerant AA group and waited. In October he tried again, but this time a few regulars came, and early in 1980 enough people were staying to make it last. {78}

The VA Hospital in Washington DC had been operating its own version of an NA meeting (using

modified AA literature) for several years before they were suddenly presented with some real NA literature (Starter Kit and White Booklet) and confronted by addicts demanding a change. Doreen had been a court probation officer in DC for seven years before she and Anthony E. obtained the starter kit in September, 1978. They immediately called the WSO and got another complete starter kit and NA literature. After getting the VA to convert their Friday night meeting to a true NA meeting, they started a new one on Tuesday evenings. Both meetings were bolstered because the VA program was releasing ten to fifteen recovering drug addicts each month, and many stayed in DC after their release. A third meeting was soon started, and DC was well on its way to building a large and stable fellowship.

In Southern Florida things began to change near the end of the year. A lot of the members from the isolated groups had attended the convention in Atlanta and returned all fired up. Equally important, they had found each other and were now beginning to work together. Soon a new meeting was started in Coconut Grove and the Mainline Group became involved, although there was some reluctance at first. And finally an area committee was formed that linked most of the meetings together for the first time.

Although meetings in Dallas had ceased several years earlier, a meeting was started again by Ray C., who arrived from NA in Chicago, Illinois. It began on Tuesday nights at the South Oak Cliff Medical Center, and sometimes there wasn't anybody around for a meeting. But a few attended, and sort of kept it going. Patience paid off for this small meeting, and when Mary B. arrived the following November, she was soon followed by others. Within a few months of this rejuvenation, a second meeting was started on Wednesday nights. This soon brought Jim P. and others, who had started NA nearly ten years earlier, back to the fellowship.

In mid-December, a meeting was started at the ARID Club in Detroit, Michigan, after one member had spent weeks trying to convince the club's board that an NA meeting would not attract "robbers, thieves or perverts," as he put it. The meeting was held at 10:00 AM on Sundays. Contact was established with the WSO for literature. Attendance was low and erratic. Nevertheless, a second meeting was initiated Tuesdays at midnight. It soon had greater participation than the Sunday meeting.

Late in the year, Steve M. moved to Nashville from Florida and had with him a White Booklet. After sharing this with several others he met at AA meetings, they started meeting to discuss starting an NA meeting. After many discussions, Gina H. found a place to meet, {79} and in April of the following year they began to meet on Tuesdays. Winston G., one of the original seven at that first meeting, still calls it his home group. Two weeks later they started a meeting in a state hospital, where several years earlier an attempt had been made to start a meeting that didn't survive. One of those original members remembers, "There was contact with the WSO in the early days via phone with Jimmy K. It was Jimmy's confident voice that helped some of us keep the faith in those early days when there were only two or three people who attended regularly. He would tell us tales of the early days of NA that would provide the hope needed for us to hold fast to our belief that we could carry the message to the addicts in Nashville."

1980

In November of 1979, a doctor from Greenville, South Carolina, made contact with the fellowship in Atlanta, Georgia. After some discussions Ron R. moved to Greenville and started a meeting in January 1980 in a new treatment center the doctor opened. Called the Clean and Green group, the meeting moved after a few months because of pressure from the medical staff who wanted to control the meeting. The new location was the Westminster Presbyterian Church on Augusta Road. This meeting continues to meet even today.

About the same time a meeting had been started in Asheville, North Carolina by Milton B., but the meeting was having difficulty. Contact was established with Ron R. in Greenville (about forty miles away) and they began to help each other's meetings. They heard rumors during those early months about meetings in Charlotte, North Carolina and Myrtle Beach, South Carolina, but neither group made secure contact.

In late spring, the Asheville and Greenville groups put on the Blue Ridge Mini Convention about half way between their cities. This became the annual Carolinas Regional convention.

Near the end of the year two more meetings in South Carolina (Charleston and Columbia), and five meetings in North Carolina (Wilmington, Durham, Hickory, Winston-Salem and Greensboro), were started. During that first year and for many to follow, members drove great distances to attend meetings in support of other groups in the Carolinas. A bunch of these early members, while attending an AA convention that fall, got together and formed the NA Carolina Region without even having any area committees. This was quite an accomplishment to have taken place in less than a year. {80}

In May, two addicts met in an AA meeting in Martinsburg, West Virginia, and both of them had an NA starter kit. They tried to find NA in DC, the largest city nearby, and were unable to locate meetings. They decided to start their own meeting, and in May they began to meet in Winchester, Virginia at a counseling center on Wednesday nights. A second meeting was soon started nearby in Martinsburg, West Virginia.

The first meeting in Knoxville, Tennessee met in early June with six people. They had been told not to talk about their drug addiction in an AA group so they started their own, called "Friendship Group." Phil D. and Sara G. were among the founders of this group, and their meeting continues to carry the message. From this group came many others in the eastern end of Tennessee.

Attempts that had been made to start a meeting in Eugene, Oregon didn't succeed as members kept getting loaded. Later another meeting was attempted by Herb C. in Junction City, about 20 miles north of Eugene. This attempt ended because nobody was coming. Donna H., who had been secretary to one of the Eugene meetings, was just getting ready to pawn some jewelry so she could score when she received a call from Bob McD., who found her number in a copy of the *World Directory*. Bob had just arrived in Portland from Germany and was looking for NA. They shared with each other about their need for a meeting and held one a few days later in the home of Donna's husband's sponsor. They invited several of the members from the earlier Eugene and Junction City Groups, recruited addicts from AA meetings, and visited addicts in the city jail. Within three months there were three meetings.

On August fifth, eight members were present in the Chelsea District, London, for the first NA meeting in England. Among those present was Dudley S., who had found NA while staying in Miami a year earlier.

Upon his return to London, where he had been an AA member for thirteen years, he began identifying himself as an "Alcoholic and an Addict." In time, several others at the AA meetings – Johnny H. and Janet S. among them – asked privately what he meant by it, and thus began the associations that formed the beginnings of NA in England. About the same time, the AA member, who had obtained the NA literature from Paul B. in Frankfurt, gave it to Dudley and suggested he and his acquaintances start their own meeting. They did just that, although it was not until April of the following year that Johnny sent a group registration form to the WSO, giving details and contact information.

A little more than a month after London's meeting, the first NA meeting in Indianapolis, Indiana, began on September eighteenth on the west side of town. By 1981 the "Support Group Discussion" {81} outgrew the small kitchenette area it had originally met in and found a church for its meeting place. Finally in May of 1981 a second meeting was started with the name "Recovery Step Meeting."

In August, Kyoshi, an NA member who had found recovery in AA in Tokyo, was vacationing in Hawaii. While there he searched around to find NA. He was referred by local AA folks to Tom McC., who had come to Hawaii in 1969. Tom and others took Kyoshi to meetings, gave him literature, and did their best to help him so he could start NA in Tokyo. He started a meeting there soon after his return. Although it took a while, they did get a group going. From this meeting grew a fellowship in Japan that had over fifty meetings when this book was written.

A group calling itself Drug Abusers Anonymous was started in Cincinnati, Ohio in September but membership was very low and it died. In January 1981 another attempt was made, this time as NA, called "the Winners Group." Shortly thereafter (February 1981) an interested AA member started an NA group,

with the name of "Action Group" in Fort Mitchell, Kentucky, across the river from Cincinnati. A controversy over using AA literature in meetings arose and was resolved only after the meetings were visited by addicts returning from a meeting in Georgia.

In the Upper Midwest, NA took another quantum leap in 1981. The Fargo-Moorhead groups, still flush from a surge of growth and the influence of the members who had attended the World Convention in Wichita the previous year, were hard at work making contacts with all known NA meetings in Minnesota, the Dakotas, and Manitoba, seeking to form a region. They were also trying to put together a bid to host the World Convention in Fargo. All of this service activity, including sending a regional service representative to the World Service Conference, produced the Upper Midwest Region spanning those three states and a Canadian Province.

As the decade came to a close, there existed a great number of meetings and recovering addicts across the country and in several other nations. One of the greatest needs was to join these groups together and unify them into one fellowship. Unfortunately, as the 1980's began, many of those in leadership positions who could have brought NA together were already burdened with other duties. Sadly, many were also involved in conflicts with each other. The major service units, the conference, trustees, and office were not working together, if they were really working at all.

For the most part, there was a *laissez-faire* attitude among the leadership and the three service units. Rather than seeking to reach out and bring unity, most of those in positions of responsibility sat {82} and waited until the next meeting or the next problem arose, and then limited their action to the minimum necessary effort. The single exception to this was the literature committee and its effort to involve the fellowship in the development of the NA book.

As a consequence of this inaction, the fellowship evolved with a decidedly negative attitude toward the three units of world services. This left a legacy of disunity and conflict that has not yet, at this writing, been overcome. {83}

Chapter Five

The Early Seventies

Having previewed the eventual growth of the fellowship in the seventies, we know the fellowship grew at an ever-accelerating rate. We return now to the uncertainties of 1970 and pick up the story of the California fellowship as it began to move towards better organization and then on to become the fellowship as we know it today.

Although pace of NA's growth was quickening – new meetings were starting every few months – most addicts around the world still saw no hope of recovery. NA had begun to spread in small pockets outside of California, but they were truly isolated. There were still few places where addicts could get help even if they were looking for it. The unlucky did it in jail, with no base of support either in the jail or on the outside after they were released. Only a very few fortunate ones found another addict willing and able to help.

The shortage of detox facilities for addicts often left newcomers to go through withdrawal on a couch of an NA member. Too often the lure (of) old friends, connections and temptations outstripped their resolve to learn how to live clean. As often as not, they would leave after a day or two, frequently taking a few things from the member's home to sell for drugs. But many NA members, time and time again, were willing to take that chance to give a newer member a chance for recovery.

In California, the Chrysalis and Reprieve programs kept their doors open and helped addicts through these difficult periods. But they were only two small places of refuge in a huge sea of misery that literally spanned the globe. The only other places where addicts could be assured of a positive reception if they wanted to get clean were Eagleville Hospital and White Deer Run. While these four centers moved along towards helping addicts, members in California still brought addicts to their homes. But at least for those close to these facilities, they represented a real alternative.

Then suddenly the Reprieve House program folded. Some report it was because of the neighborhood stigma of having addicts in the {85} neighborhood, while others reported it was cited by city building inspectors as being in violation of building and safety standards. Undaunted, Bill, Bob and some of the others started again. This time they chose the name "Impact," suggesting that their program could indeed be the critical key to kicking addiction and finding recovery. They rented a large house in the community of Panorama City where Impact stayed for nearly six months. Right away, however, they started a meeting in their facility twice a week and took their residents out to meetings on other days. If there wasn't an NA meeting on a particular night that they could get to, they went to an AA meeting.

Since Bob and Bill were really active in the fellowship, they easily found newcomers who were looking for a place to stay at nearly every meeting. For a long time people came and went on a daily or weekly basis. Some stayed long enough to get clean, while others quickly used again. Bill initiated a number of rules for what could and could not be done, putting each resident to work on various make-work tasks or helping to scout out provisions for the next day. All residents had to go to meetings every night, and there were step-study groups or problem-solving sessions during the day.

At first there was never any assurance the house would remain open beyond the end of the week, or even the day, because there was almost no money. But Bill "the hustler" kept working every angle to make the house succeed. In time he was able to gather enough financial and logistical support to keep it going. As word got around that there was a cheap place, a "kicking pad," more addicts were seeing entry than there was space to house them. In a short time a second "house" was opened twenty miles away in the town of Monrovia. Two new meetings were started here also, but again, their residents were taken out to meetings on other days.

This house, too, was soon overwhelmed, so in December of 1970, Bill started a third house in a commercial area of Sun Valley. He called this enterprise “Cri-Help,” and began filling it with addicts seeking recovery. He started in-house NA meetings again and had the residents taken to outside meetings on other nights. This new enterprise did not meet with approval of the other organizers of Impact, and two months later Bill gave up control of Impact when the directors and advisors felt it should be run differently.

Bob B., as a director, then took control, but since he had his own job and couldn’t be there during the day, Bob T. who had been Bill’s assistant was temporarily placed in charge. Not long afterward, one of the Impact residents, Ben W., with barely a month’s clean time, was asked to take over. Although truly new to recovery, he worked closely with directors like Bob B. and Mari W. Over the next eight {86} years they built Impact into a multi-million dollar recovery program. In order to provide more effective management, they soon closed the Monrovia house and consolidated it with the Panorama City facility. Because it was now too small, and they lost their lease, they looked for other quarters closer to the center of Los Angeles. They found a place on Crenshaw Boulevard and moved there in 1971.

Chrysalis, Impact and Cri-Help, all working on their own but not without some indirect communication, began to pass a few, then dozens of recovering addicts into the local meetings. In time each would garner considerable respect within the fellowship as their former clients began to fill NA meetings, gain clean time, and take over leadership positions. These were “related facilities or outside enterprises” as far as the Traditions were concerned so along the way there were some problems to work out. For example recovery house residents, while in NA meetings, would often espouse concepts and ideas of the treatment house, not knowing the difference between treatment and house philosophy and NA.

The service structure document adopted in 1969 had worked out reasonably well. Groups were indeed sending their representative (most of the time) to the monthly meeting of the GSO. The trustees met monthly and the office committee person was usually there to give a report. Unfortunately, since there still wasn’t a physical service office, what records there were, could be found at Bob B.’s house. The fellowship continued to use the Sun Valley Post Office box as the permanent address. If Bob couldn’t get someone else to make the thirty mile round-trip over the hill to get the mail each week, he did it himself. And he usually visited Jimmy too. Bob would normally answer the letters himself. For a while in 1970, Richard M. was helping with the literature production and distribution. When literature ran low, Bob or Richard ordered more. When a group ran out of literature, they called the NA number and left a message with the answering service, or called either Richard or Bob at their homes. It worked, but it was sometimes a burden, especially on Bob.

As 1971 began, a few more meetings existed than had a year earlier, but four meetings were soon temporarily closed. On February ninth, a major earthquake destroyed many buildings in the north part of the Valley, two of which hosted meetings. It was some time before replacement meetings were started. In addition to meetings in California, there were meetings starting in other places across the country, and lots of people just asking for a piece of literature so they would know what NA was.

Discussions began among some of the trustees and the Southern California GSO officers on whether or not “the duties of the office” {87} should be divided, so that the services needed for the Southern California fellowship would be performed by one office and the services given to the rest of the world would be provided by a “world” office. Since decisions so fundamental as this took time to evolve, it was months before any action was taken. But in general, things were going relatively well for the fellowship. There were about thirty-five regular meetings, and the number of people who achieved a year’s clean time nearly doubled that year.

Exactly who suggested the idea for an event for the entire fellowship, like the AA conventions (which many NA members attended), is unknown, but in the spring of 1971, the idea of starting an NA convention began to receive a lot of attention. The Southern California fellowship took the lead, although by as late as July a committee had not been formed. At the July GSO meeting, GSO chairperson Mel H. asked for a

volunteer to manage the conference committee (they were then calling it a rally), but no offers were received. Over the following months the focus of the proposed event shifted from a conference to a convention with a business meeting.

A glimpse at the July meeting gives insight to the state of things and the variety of issues they faced. Under old business it was reported the July fourth picnic had been fun, but they lost money. Richard M. gave the names of people who owed for booklets they had taken, reported he was nearly out of them, and wanted to know if he should order more. During the booklet discussion, Mel suggested that the booklet be revised to include more stories, but action on the idea was put off at the suggestion of Chuck S. until after the trustees had their meeting a few days later.

A discussion of public relations ensued after Ed M. suggested more work should be put into publicizing NA. Bill suggested a Public Relations Committee be formed, although no action was taken on the idea.

Some nagging complaints among those present were aired in this context. Chuck expressed his contention that recovery houses were not NA, and a mistaken impression was being given out because of the way they were included on the Twelve Step list. Bill B. suggested improvements in how people on the phone service list are identified (list the individual rather than identify an institution such as Impact or Cri-Help). Perhaps, he felt, something should be added to NA literature that better explained NA philosophy on these issues.

This led to the question of whether or not the answering service should be allowed to refer callers to Families Anonymous and/or Nar-Anon. This matter was deferred to the trustees for consideration. Mel reported that the institutional commitment to the California Rehabilitation Center (CRC) was in “sad shape, as people aren’t going out to CRC who have accepted responsibility to go.” Since the {88} Institutional Committee formed in 1969, and it seemed to have fallen by the wayside, Chuck S. moved to hold a meeting at his house the next night to form a new Institutional Committee.

A few days later, at their July meeting, the trustees decided to approve revising the booklet and adding more personal stories. They resolved to solicit stories from members all across the fellowship. They also decided to call for a fellowship business meeting at the convention. At that time, they proposed approval would be sought from a vote by representatives of every group that sent a member, for establishing “a business office (a world central office) for NA as a whole. . .”

Not long after their July meeting, they sent a letter to the fellowship announcing the convention and requested that each group send a delegate to the conference to participate in the business meeting. The world central office concept was explained and member ideas solicited. Also announced was the trustee decision to pursue publication of a book that “will be somewhat analogous to AA’s big book, *Alcoholics Anonymous*. . . . We will need additional stories to include in this book by clean addicts with some time in NA, relating what it used to be like, what happened and what it’s like now.” The letter was sent to every address on the GSO mail list and to every group.

The GSO and intergroup for Northern California were working too. With Sylvia still at the helm, the monthly meetings happened on time and decisions were made when necessary. A new meeting directory was made when necessary, and literature was made available, although there were constant complaints that they should print their own rather than getting it from the GSO in Southern California. They had discovered they could print the booklet cheaper and didn’t want to pay the extra money. They also felt they were not getting reasonable response time to letters and literature orders sent to the Sun Valley address.

There was considerable interest in creating some new literature, and several members had been working to transcribe an AA pamphlet, inserting language more appropriate to NA. About the conference, there were two sensitive issues. First, they were not consulted in advance about it, and second there was a feeling the meeting should have been set near the middle of the state, so both fellowships would have a better chance of getting a lot of people to go. As it was, they decided to get a group together and drive down.

The trustees met again on September tenth. They received a report from Norm S. about details he

worked out with the country club for the convention. Other details about a registration fee, diner price and a dance were also discussed. They worked out a program, including having Jimmy give a talk about NA history, if he were not {89} hospitalized. Russ indicated in a letter that the Northern California groups were thinking about working on a book for NA, and were considering dividing their region into smaller units – zones or something like that. Chuck S. reported the Institutional Committee would only pay the amount it cost to produce the booklet (\$.10) not the established retail price. The trustees approved the idea.

On September twentieth, the trustees sent a letter to every known address, and had copies of it distributed to every meeting, extending an invitation to the conference. Probably every regular member of the fellowship knew about the convention by the time it took place.

In October, Sylvia and Mel had a lengthy discussion about the interest in the Northern California fellowship in writing a book. Mel included Mari in the discussion, who soon wrote to Sylvia. It is clear from the letter that a difference was about to arise between Northern and Southern California over what should be done. It appeared that the North simply wanted to edit the AA big book so that it sounded like an NA publication. Mari wrote that people in the South might not buy that idea. It was a positive letter and addressed complaints they both shared.

On Friday evening, November fifth, in the banquet room of the La Mirada Country Club in Southern Los Angeles County, the first NA convention got underway. Mari W. sat at a table at the banquet room entrance and made out receipts to those who paid. The cost was five dollars for the conference registration fee, and an additional five dollars to attend the banquet the following night. The meetings began at 8:00 PM, with Bob B. as master of ceremonies. Two speakers were given the podium that evening: Jimmy K., who spoke about the history of NA, and Jack W., who talked about the more recent progress of NA. Jimmy was in the hospital at the time of the convention, still sick with tuberculosis. Bob B. went in the afternoon and got him out, took him to the convention and returned him to the hospital after the meeting.

On Saturday morning, a workshop was held with trustees Ed M. and Dorothy Gildersleeve as leaders. A marathon meeting was started in another room at the same time. In the afternoon speakers meeting, Bill B. led the meeting at which three speakers were invited to talk about the purpose of the convention. A business meeting began about 4:30 for the election of an “NA business manager, establishment of NA business office and other business.” The resolution to establish an office was discussed and adopted with near unanimous support. Frank L. was elected as the office manager. The biggest concern was over the ability of the fellowship to sustain the continuing expense. This issue was resolved, so it was thought, by {90} getting pledges from various members to provide direct contributions on a monthly basis. Unfortunately most of the pledges didn’t materialize.

In the evening, a banquet was held, after which Jimmy and Sylvia shared the podium. Later a show put on by some members entertained everyone, and the evening ended after a dance. The convention raised some money, but perhaps more importantly it started a yearly fellowship convocation. Just under 200 people attended, and some were from outside of California.

A meeting list was produced concurrent with the convention, which showed all known meetings within the fellowship. Thirty-eight meetings were listed in all. These covered a wide area of California, although nineteen were within twenty miles of Sun Valley. There were four listed in San Jose, two in San Francisco and two in San Diego. Other cities in California showing meetings were Lancaster, Santa Ana, Berkeley, Morro Bay, and Riverside. Helplines were listed for the three NA-friendly treatment houses. The helpline numbers served both an NA Public Information function as well as a practical tool for the Cri-Help and Impact houses, including a Cri-Help spin-off in San Diego. This caused much consternation among some members who felt that such an affiliation violated the Sixth Tradition, and was discussed again and again at GSO and trustee meetings.

It is interesting to note that two institutional meetings at the California Corrections Institution in Corona were included on that meeting list. These Monday and Wednesday night meetings had begun many

years earlier and have continued, without interruption, ever since. Two names and a phone number were included for anyone interested in the only known meeting outside of California. That meeting was for a group in Denver, Colorado.

A financial report was prepared by the General Service Organization and distributed at the business meeting. It must be remembered, however, that the “office” was still in someone’s home and the phone contact was an answering service. The year to date report (eleven months) showed a beginning balance on January 15, 1971 of \$201.66, after which \$489.10 was received in donations, \$441.60 in sales and \$84.21 in miscellaneous revenue for total available cash of \$1,014.91. [Stone: The math doesn’t quite work here, and Bob’s records weren’t available at our final edit, but the figures give you the general idea of the financial picture of that day.]

The two biggest expenses were for printing literature (\$472.50) and maintaining the telephone (\$473.12). After expenditures were accounted for, \$185.56 was left. Although not shown in the meeting list, groups in Georgia, Las Vegas, Reno, and Haley, Idaho sent contributions totaling twenty-six dollars.

At their December meeting, the trustees had a lengthy discussion about opening the office. The convention didn’t produce enough money to cover the start-up expenses, and even if they relied fully on the pledges they received, they might still be short of money. Among the alternatives they discussed were possible sharing space with Nar-Anon or Families Anonymous. It was even suggested they open a clubhouse and have the office in one part but have the clubhouse essentially provide the basic support. It was finally resolved to have the office separate from anything else so as not to create difficulties with the Sixth Tradition. The minutes of the meeting show clearly that they were going through the very same learning experience others went through later about how to apply the Traditions in the practical operation of an office.

Perhaps the most controversial matter they considered was the reinstatement of Bill B. as a trustee. His membership as a trustee had been suspended (the reasons for which are somewhat unclear today, since members still living offer different versions). The issue was satisfactorily resolved, and at the prior trustee meeting they had voted to reinstate him. Part of the controversy arose from the fact that in those days it was generally accepted that a trustee was elected for life, at least while they were still clean. There was discussion about the propriety of the reinstatement or if they should take the matter to the GSO. They voted to let the reinstatement stand and allow the GSO to bring the matter to them if they objected.

The General Service Organization met in December and elected Greg P. as chairperson. With just over a year clean, it was a testimony to his ability and showed how much the fellowship was already depending upon him. A report sent after its December meeting said it was decided, “that we should have a paid office manager, plus as many volunteers as possible to answer phones – do 12 Step work. . . This was approved and voted on by the GSO representatives at the first NA convention, November 6, 1971.” The report goes on to say, “As of January 1, 1972, The NA World Service Office will be located at 2335 Crenshaw Boulevard.”

At that Los Angeles address was a large house leased by Bob B., which had earlier served as the location for Impact house. He offered to rent the space to the office, plus a place for the manager to live, for only \$100 a month. The spending plan they worked from was based on needing \$600 a month, but they were starting with only \$500. And it never got any better! The office operated under the direction of the {92} office committee established under the General Service Organization created in 1969 and the Board of Trustees.

After the decision was made to house the office on Crenshaw, Frank L., who had been elected as the office manager, said he could not live in that area. The plan had been that the manager would receive part of his compensation by getting free rent for his living facilities. Frank didn’t like the area so he resigned and Bob B. got stuck being the manager.

In 1972, a member named Julie was hired as the first employee of the fellowship to work in the new

service office under Bob's leadership. Julie was one of the women who lived in the house when it was an Impact dormitory. Since she had lived there, could type, and had some extra time, she was enlisted as the part-time employee. In a memorandum titled, "What's Happening?" published in the early months of 1972, she reports to the fellowship, "I'm the one and only staff member of your NA World Service Office. The office is in a small room on the first floor of a two-story house. The office is open." Among the first productions was an outline for meetings containing an explanation of how meetings should be conducted. It contained *Who is an Addict?* and *What is the NA Program*, almost as they appear in the literature today. What Julie didn't say is that she only worked about five hours a week on the NA payroll.

As the new GSO chairperson, Greg set the pattern he was to follow for many years. He prepared a detailed agenda for the first meeting on January nineteenth. Regardless of how many group representatives showed up, he was going to conduct business in an organized manner.

Julie helped distribute a February 1972 letter from the "Book Committee, NA World Service Office" in which the committee asked members to write their stories and submit them to the office for possible inclusion in the book. Judging, however, from the difficulty *The Voice* had at getting stories, it is doubtful the committee was overworked.

Julie answered the phone, responded to letters, and sent out literature, occasionally assisted by member volunteers. Of course Bob B. was always there frequently doing more than Julie did. In April, a new meeting directory was produced for the Southern California fellowship. Showing the Sun Valley mailing address and the Crenshaw office address, it listed thirty-nine meetings, six of which were more than a hundred miles from the center of L.A. Included in the list were five meetings that were clearly institutional meetings in prisons {93} or similar facilities. In order to encourage full participation, the meeting schedule for the GSO and its committees were also listed.

At the April Northern California intergroup meeting, lingering dissatisfaction over the November convention in La Mirada was expressed. The feeling was expressed (and recorded) that it should have been held in a cheaper facility rather than a country club so that the fellowship could have made money. And perhaps more importantly, they had just learned a decision had been made (presumably by members in Southern California) to hold the second convention – again they had not been consulted.

This unhappiness was related to other concerns they voiced at that meeting as well. How, they wondered, were trustees appointed (and by whom)? They questioned the trustees' bylaws, and wondered how many were connected to recovery houses (this was probably an indirect reference to Jimmy who was listed as a director of Cri-Help in their promotional brochure). On the positive side there was a report given about work on the pamphlets, *This is NA* and the *Twelve Questions* that they intended to submit to the trustees for approval.

Just less than a month later, the Southern California GSO had its May meeting. Greg presided, and Julie acted as recording secretary. It was a short meeting; only four reports were given to representatives of fourteen meetings (out of thirty-nine) who attended. Apparently word of the unhappiness from Northern California had reached them, as they reportedly were awaiting a response from the North about where they suggested the convention should be held. Greg again requested stories for an NA book. He followed this up with a letter mailed to each meeting with the same request.

It was about this time that Greg and Jimmy began to develop a close friendship. Greg had arrived in the fellowship in late 1970 and knew right away this is where he belonged. He soon became active in his home group at St. Steven's Church in Hollywood. Within a few months he was secretary of that group and representative for the Moorpark group. Thereafter he was a regular at the GSO meetings, gradually becoming a principal participant, and eventually, as we have stated above, being elected to the chair. Greg had considerable talents, which were being invested heavily in NA service.

Jimmy, who had been slowly recovering from his illness, began to be well enough to get out of the house by the early part of 1972. They soon met and established a very close bond. Greg and his wife were to spend nearly as much of their waking hours at Jimmy's house during the next six years as they did at

their own. Jimmy and Greg became constant companions, as their temperaments complemented {94} each other and their ideas about the future of NA were the subject of endless hours of discussion.

While there was to some degree a father-son relationship between them, and Jimmy was Greg's sponsor, they worked as equals in a two man team in service to NA in a manner unprecedented up to that time. Each used the other as a sounding board for ideas and opened their hearts and minds to look for NA problems to solve.

The trustee minutes from the early years did not record who was present or absent. The only indicators of who was present were references in the minutes to what different people said. One list discovered in this author's research, undated, but matching other sources, shows these individuals as members of the board at that time: Ralph Worden, MD (non-addict), Dr. Louis Quitt (non-addict), Judge Leon Emmerson (non-addict), Dorothy Gildersleeve (non-addict), Carl B., Ed M., Bill B., Mari W., Bob B., Chuck S., Jack W., Jimmy K., Russ C., and Mel H. The list seems to fit into about mid-year, 1972. However, soon after that list was prepared, Dr. Worden resigned. The following spring Russ C. also resigned, as he was going to college full-time.

Out in California, in June another attempt was made at publishing a fellowship newsletter. From the Crenshaw address came a small but valuable publication with a little news and recovery notes submitted by members. An attempt to solicit subscriptions was made, though an admission was included that the three previous attempts to publish a newsletter had failed. As it turned out, few subscriptions were received and it failed again.

For several months, communications had been flowing back and forth between the US Army and the office. The Army had decided that it might have a drug problem among the forces in Europe, and had decided that maybe NA could help. They invited NA to send, at Army expense, several representatives to Europe to advise them about what to do. Several trusted servants were selected by the trustees to embark on this journey, but at the last moment the Army changed its mind and dropped the matter.

As August rolled around, the dissatisfaction in Northern California continued. They decided to make their own printing of *The White Booklet*, which they did, and put their address on it. At the trustee meeting, despite what may have been suggested, the next convention was set for the American Legion Hall in North Hollywood for September first through the third with Bob B. serving as chairperson.

The convention came off as scheduled, although accounts of it in later years report that only one hundred fifty people attended, about fifty fewer than the first. Nolan W. and Danny T. were the Friday night speakers. Saturday morning a business meeting was jointly {95} conducted by Bob, Mari and Chuck S. This was followed by a speaker meeting at which Sally E. shared. That evening, after a buffet dinner, Jimmy and Dr. Lou S. both spoke. For those who got to bed early enough after the dance, the speakers on Sunday at 10:00 Am were Pepe A. and Fran S. A Nar-Anon meeting was printed on the agenda for Saturday afternoon. It would be a tug-of-war for nearly eleven years before the Nar-Anon connection to conventions would be settled.

A report published later shows WSO advanced \$119 to get the convention going, while total receipts were \$820.50 and expenditures totaled \$682.58. The convention committee repaid the deposit and gave to the office the remaining profit of \$137.92. A WSO financial report published at the same time (covering a nine-month period) shows the office received donations of \$2,909, literature sales of \$534 and miscellaneous income of \$156. The largest expenditures were for rent, \$800, and office staff, \$690. Even if a calculation is made of the staff expense, using 520 hours worked during a year (about 1/4 of a normal work year, or about ten hours a week), the per hour salary would have been about \$1.32 per hour. For the amount of work that was done, the fellowship sure got its money's worth. But it must be remembered that Bob B. and a few volunteers still did most of the work.

At about the time of the convention, Julie compiled a meeting list, which she called the *World Directory*, with a September 13, 1972 date. It lists none of the California meetings, but includes information on eleven meetings and contacts for an additional eleven groups whose meeting time or location was not giv-

en. In separate meeting lists for Southern and Northern California, prepared about the same time, thirty-one meetings in the South and eleven in the North were listed. Helplines were not listed in connection with treatment centers this time.

In mid-September, another issue of the newsletter was published, with the convention as the lead story. Personal input comprised the majority of the issue, with a lot of space allocated to writers from the California Rehabilitation Center and Patton State Hospital. It was announced as the second quarterly issue and subscribers were sought.

At the October meeting of the trustees, Bob B. presided over a serious discussion about the future of the office. Not enough money had been made from the convention to continue long, so alternative plans were discussed. It was thought many groups had money that could be used to help keep the office open, but since the groups were autonomous, the trustees could only ask, not demand that money be forwarded. The continuing problem about keeping NA meetings separated from AA meetings was discussed. It was thought that {96} several groups were acting as NA one time and the next time acting as AA, while keeping their meeting listed in both AA and NA directories. It was decided to try, through understanding and enlightenment, to terminate such practices.

Toward the end of the year, another newsletter was prepared and mailed. Mel wrote the covering article titled, "From One Man's Opinion," which was a well-written exhortation for members to get involved in their group's activities and to devote more time to NA as well as to their own recovery. Another article written by a newcomer expressed gratitude at learning to live again. The newsletter carried the Crenshaw address and offered a congratulatory note to Julie for having completed a full year's employment with the fellowship.

In 1973 the Southern California GSO and its counterpart in Northern California, the intergroup continued to hold monthly meetings. At the Southern California GSO February meeting, Jack B. discussed complaints he had received about phone calls to the office not being answered. He asked for volunteers to help out. The Northern California group became concerned, according to the record of their April meeting, about information they received from reading a newsletter published by Cri-Help, the Southern California treatment house. Their concerns had been boiling for nearly a year over the appearance of affiliation caused, they felt, by trustees who were listed as serving on the Cri-Help Board of Directors. Since nothing had been done about this in a year, they resolved to write a letter of "disaffiliation with NA-South" because of this relationship to an outside treatment facility.

When their next meeting came around, the letter was not yet ready; they decided to hold off on it pending a decision about where the next World Convention was going to be. They had received a letter from Mel, the convention chairperson, suggesting they work together and put the convention on in San Jose. They decided if the convention were held in the North, they would talk to the trustees in person about the affiliation matter. They discussed the resignation of Russ C. from the trustees and the need to find a replacement. Sylvia would continue to serve, although a letter had been received notifying her (and everyone else) that continued absence from meetings would result in her removal.

In Pottstown, Pennsylvania, at the April fifteenth intergroup meeting, the group decided to keep Ray T. as chairperson and Charlie F. as secretary for another three months. Perhaps equally important, they had previously received a copy of bylaws from California and {97} modified them according to their needs. Their version was adopted as they bylaws of the intergroup of Narcotics Anonymous of the Middle Atlantic States. They were then sent to each group for a vote. Within three weeks they had been approved by each group. By the obvious strength of administrative skill and the ability to interpret the Traditions, the members in Pennsylvania were showing a level of maturity that belied their youth as a fellowship.

At their May 1973 meeting in Southern California, the NA trustees addressed an important legal and

financial problem. Earlier in the year a tax return had been filed for the office for 1972. Unfortunately the office had not sought or obtained a tax exemption from the IRS. The tax return had been sent back with a request for more information about the organization. The trustees decided to send a committee of several of their members to meet with the IRS and seek an extension so the matter could be given proper preparation. Among other things they discussed were election of the next trustee chairperson and the appointment of several trustees to head different committees. Bob B. was again appointed to oversee the office, and Jimmy K. was given duty for publications. This meeting showed that Jimmy was on the mend and returning to active service, although he voluntarily restricted his service commitments so as not to become overly tired.

The urine-testing requirement in Williamsport and Lewisburg was on the agenda for the May intergroup meeting in Philadelphia. They agreed to take a group conscience vote among the Philadelphia meetings to determine if this was a violation of Traditions. At the July meeting it was decided by a vote of eleven to four that such an action was indeed in violation of the Third and Fourth Traditions. It was decided that the Williamsport and Lewisburg meetings could only be recognized by the intergroup if they were able to comply with the Traditions. This was conveyed to their groups, and the Williamsport and Lewisburg meetings didn't officially associate with the Philadelphia intergroup for more than a year and a half.

In June, a letter was sent from Philadelphia to the California GSO in Los Angeles. They wanted to know what the problem was with communications. They had written several times in recent months, and even called and talked with Debbie, who worked at the office, but they got no answers. They wanted to know the difference between the GSO concept and their intergroup, the status of "the NA Big Book" (with which they offered to help), what had happened to money they had previously sent for copies of literature, and if they should exchange with California the literature they had printed and {98} were using. A review of their intergroup minutes for the following six months suggests they never got a response, even though they sent an additional letter in the fall.

In July, the trustee meeting turned again to the IRS matter. Some progress was reported, as a member who was also an attorney was providing help. The board held elections that month and chose Jack W. as chairperson while Carl B. became treasurer and Mari W. the secretary. Also serving on the board at this time was Jimmy K., Mel H., Sylvia M., Dorothy Gildersleeve, Bob B., Ed M., Bill B., Judge Leon Emerson, Chuck S., and Louis Q.

The board set up a banquet meeting for August eighteenth to commemorate the twentieth anniversary of the first meeting held on August 17, 1953. The trustees formally decided that this year's convention should be in Northern California. Since this had been in the works for a while, Sylvia was ready to announce that they had made arrangements for the convention to be in San Jose on October 19, 20 and 21. The board again took up the issue of the pamphlet submitted by Northern California the previous winter. The northern California members spent nearly a year working on it but never received any response. Without going into precise detail, the board re-hashed the earlier discussion and decision. They rejected it because they believed it was plagiarized too heavily from an AA pamphlet.

The discussion about the plagiarized pamphlet led to renewed interest in writing an NA book. The message to write stories and submit them went out to meetings everywhere, but only a few were submitted. It was however a pet project of Jimmy's and he got his friends to write their stories. These became the first to be added to what was a pretty slim collection of stories accumulated in the next few years. That it was a slow beginning was acceptable to Jimmy and Greg because they had other projects to handle first.

Sometime during the summer or early fall of 1973, Julie departed from the office after more than a year-and-a-half. Although the details of her departure were not recorded, she appears to have done a reasonably good job and left on good terms. However, the financial condition of the office continued to be bleak. With Julie's departure Bob was back to doing all the work again along with help from volunteers he

recruited.

On August eighteenth, the twentieth Anniversary banquet was held at the Islander Restaurant on La Cienega in Los Angeles. The principal speakers were Jack, Jimmy, and Bob. Jimmy talked about the early days and the changes that had taken place since then. Bob presented Jimmy with the original set of bylaws adopted at the August 17, 1953 meeting, encased on a plastic coated plaque. Speaking for a grateful fellowship, Bob said, “I would like to, at this {99} time introduce and present this set of bylaws as a token of safe keeping and as a token of. . . I don’t even know the words to express it. . .to Jimmy K., one of the founders of NA and one of the people who has been a mainstay; and one that keeps it together.”

Jimmy responded with a few remarks about the struggle, the fights, and failures NA went through in the early days. The times NA folded but started again and the hope for a stronger NA tomorrow. Near his closing he said, “We can no longer contain it here in California or in this country (not that he would have ever intended to). But it’s going to take everything all of us have. . . . We’ve got to stay in this program. This is a blood-and-guts program. . . . If you’re an addict you’ve got a lot of guts to begin with or you wouldn’t be here. So let’s put them to good use. Let’s take this thing that we’ve got and make something better even than it is. . . . Two years ago at the convention, when I had just regained my voice, I said then that as long as I live I would use what strength I have to further the efforts of Narcotics Anonymous and Alcoholics Anonymous.”

As NA celebrated its twentieth anniversary, in Southern California alone there were thirty-two meetings. In Northern California there were about thirteen more. Outside of California there were approximately twenty meetings, several of which were in Canada or other countries.

That fall, the office was moved to Hollywood, 1246 North Highland Avenue, just a short distance from Sunset Boulevard. It was a smaller space and rented for only fifty dollars a month, plus utilities. The move was completed by the October tenth trustee meeting, where that was discussed along with the possibility of hiring new part-time help to replace Julie.

As Greg and Jimmy discussed their ideas for the future of NA, many conversations had centered on how the service structure would need to be changed if the fellowship really began to spread. Greg spent time considering this, made some notes, and finally wrote an outline of a service body that would meet the needs of groups in a relatively small area. This came, in part, from his experience as chairperson of the Southern California GSO. With nearly thirty meetings, he was dismayed to have fewer than half that many representatives at any meeting.

He also found that with meetings so spread out in the metropolitan area, it was next to impossible for groups in the Valley to help, or be helped by, groups forty miles away in Long Beach. But with the way the GSO was structured, groups with so much distance were still herded together for literature distribution, institutional commitments, phonelines, social activities, and supporting meetings. It really {100} didn’t work well in many ways. What was needed, he concluded was a newer level of service, one that could address the needs of groups in close proximity to each other, yet still have equal input to the actions and decisions of the GSO.

After he had boiled his notes into a coherent plan, he spent a couple of evenings discussing these ideas with Jimmy. He even tape-recorded the discussion so he wouldn’t miss anything. When they were through, they got the Valley groups together to see if they would buy it. It was a plan for an area service committee (ASC).

The Third World Convention was held in San Jose on October 19-21. Jack W. spoke on Saturday night, giving another profane and hard-hitting recitation about recovery to a crowd of over four hundred. Three hundred twenty-three paid for the banquet, which helped the convention produce \$2,433 in income. There were expenses of \$1,942, leaving a profit of \$491, which was given to the office.

Just two days after the convention, a milestone was reached when the meeting Greg had been planning for Valley groups took place. The meeting was held in Jimmy’s home. Representatives of the six Valley

meetings listened to Greg present the plan for an area service committee. First he explained why the idea had come up. He went over each point and answered questions that arose.

Jimmy participated in the discussion, mostly to support Greg and provide answers to various questions that arose. By the end of the meeting, the proposal had been adopted. Greg had even drafted a complete set of guidelines that were to be used. The group decided that Jeff S. should explain this at the next GSO meeting, and thereafter represent the San Fernando Valley as a whole at the GSO. Other officers were Greg P., Chairperson; Marie S., Secretary; and Chuck G., Treasurer.

During the discussion, Jeff was considerably worried that his ability to represent all the groups in the voting procedure at meetings would not be accepted by the groups themselves. He insisted that a letter be sent assigning to him the voting rights of all of the Valley groups. Greg wrote the letter, giving full details and even describing the extent of the geographical area the committee would consider their own territory.

Formation of the area committee took the rest of the Southern California fellowship by surprise and created some conflict. Until that time there were only two “areas,” Northern and Southern California (the Pennsylvania groups, although getting organized, were probably too far away to be considered at the time).

Now the Valley seemed to be going off on its own. Some members outside of the {101} Valley felt the action was “high-handed” and this caused a few long-term resentments. It must be remembered that *The NA Tree*, which made provision for area committees, was not published until two years later. Despite the conflict caused when the Valley area committee was created, it paved the way for services to be provided through relatively small, compact service units.

At the next General Service Organization meeting, Greg and the Valley representative learned how unpopular their decision was. Although Greg was the presiding officer, they were told their idea of having one person vote as the representative of all the groups in the Valley was not acceptable. The other sections of the metropolitan area were not ready to follow the lead of the Valley and didn’t seem willing to accommodate this move. Nevertheless they stuck to their guns and didn’t resume sending representatives of each group. Their single representatives stuck it out until the others formed area service committees of their own.

Bob B. entered the fray in a short letter he signed as WSO manager. The office had recently moved to Highland Avenue, and the letter could have been intended to herald that announcement, but he used more space in the letter to address the formation of the area committee. He wrote, “Since my last . . . newsletter, many things have been taking place. The organization of NA has been taking on a responsible change; area GSO’s have been forming and taking a greater responsibility for their respective areas. San Fernando Valley GSO has had greater participation in their business meetings; they are better able to service their particular needs in their area. Hats off to those of you that are taking a responsible part in the growth of NA. It is our hope that other areas will follow the lead of San Fernando Valley, San Francisco, San Jose, and Philadelphia.”

The conflicts of the 1970’s were, in many respects, repeated over and over in later years. Much of what happened resulted from strong personalities – how they got along, who they didn’t get along with, what was their particular philosophy or perspective. One significant conflict occurred between Jimmy and his supporters and a group of people centered around Sylvia M. and her brothers. The conflict started in the 1960’s and continued until after the conference began to meet. Even when Sylvia moved to Northern California the conflict continued.

Part of the conflict centered around the relationship to AA and the lack of NA-produced literature. Many members were of the view that AA was being treated, by implication, as the enemy. They felt that using AA literature didn’t really harm NA. And, since NA didn’t produce its own literature the AA literature should simply be revised to incorporate NA jargon and used within NA. {102}

Sylvia and the groups in Northern California spent considerable time editing AA literature to sound acceptable to NA members. They hoped (and expected) that their efforts would be welcomed in the South, and that the literature would be approved by the trustees. The trustees rejected it outright, and apparently

didn't communicate that they had done so. And the fact that NA publications of equal purpose and value didn't get produced further alienated Sylvia and some others from the trustees.

Another element of the conflict was the appearance that Jimmy and his friends had more power than anyone else, and didn't often listen to what others said or wanted. The convention locations were a good example of this complaint. Another example was the view from the Northern California groups that they were charged too much for literature. They felt that no profit should be made on literature production. Since there was no forum other than the trustee meetings where such issues could be resolved, and the trustees were making these decisions, the frustration continued to mount.

Everyone was earnestly concerned first with recovery and what was best for NA. Unfortunately there was a communications gap. When the fellowship consisted of four or five meetings, the parties with a disagreement could face each other directly and most likely find a resolution. By the 1970's with everyone working full-time jobs and meetings four hundred miles apart, there was no opportunity to talk like there had been in 1964.

Over the next several years, Sylvia began to withdraw from the fray, and her brothers narrowed their concerns mostly to working with sponsees and groups in their geographical areas. Jimmy continued to serve as a trustee. Conflicts continued throughout the seventies, with several others taking Sylvia's place as antagonist in battles with Jimmy.

During the decades that followed, this scenario was repeated over and over again. The individuals changed, and the specific issues involved changed, but sharp conflict was a constant. There were fights over philosophy, and personality, and policy, and day-to-day decisions. The distance between adversaries and the propensity to make major conflicts out of even the smallest things diverted great energies away from serving the addict who still suffers. {103}

Chapter Six

The Middle Seventies

By 1974 there could be no doubt that Narcotics Anonymous was going to work. The old lie that “once an addict always an addict” was being proven wrong by the hundreds, as addicts were living new lives across the country. There was now enough evidence so that addicts who still used could know that a choice did exist; they too could find a way out of their active addiction. The struggle was far from over, though. This evidence was of little use in the big picture if NA didn’t get the word out so that addicts and those seeking to help them might know about it. And the fellowship had to mature, get better organized, and develop more extensive recovery literature so others could use this answer no matter where they were.

For the most part, 1974 was simply characterized by continued growth. The Philadelphia fellowship continued to exhibit reasoned judgment and a willingness to work together as they built a new fellowship. They started meetings essentially in isolation from the rest of NA. By applying group conscience and working the Steps they were finding their way towards an organized and stable fellowship. This became a clear example of the fact that NA could work anywhere, given a little literature, a little help, and a desire to make it work. In January they revised the bylaws covering their seven groups, discussed a motion to revise their hot line system, and reconsidered the procedure for handling money.

Despite what the rest of Southern California was saying about the Valley area committee, they began to meet regularly and work on meeting their needs. At their January meeting they discussed an answering service for the Valley and set a date for their first dance.

During February a new meeting list was published showing the Highland Avenue office address. It shows thirty-six meetings, of which six were identified as institutional or rehabilitation house meetings with special rules. In an early 1974 letter to the fellowship, Bob B. (writing as the office manager) said that the office was still collecting material for the NA book. He was also asking for volunteers to help staff an eight to twelve hour schedule for responding to Twelve Step calls received at the new office. Bob worked at a regular {105} job all day, so he had to go into the NA office after work and on weekends to fill orders and handle other office tasks. It was a big job to keep things going. They still used the Sun Valley Post Office address, so Bob or someone else had to drive out there to the Post Office or to Jimmy’s home if he had picked up the mail. Despite the inconvenience, it had to be done regularly.

At their February meeting, with Jack W. presiding, the trustees discussed the continued absence of both Dorothy Gildersleeve and Judge Emerson. They decided to send these non-addict trustees a letter expressing a desire for their participation, or perhaps if they had other plans, a resignation would be accepted. Carl B. was assigned the task of writing the letters. Some controversy arose during that meeting over the booklets the Northern California intergroup had printed. They resolved to ask that the intergroup send copies of the pamphlet to the trustees for their scrutiny. And on another matter concerning the Northern fellowship, the trustees decided to accept their trustee candidate, and offered trustee membership to Gloria Coleman, a non-addict. Near the end of the month Gloria sent a letter of acceptance.

At the March trustee meeting, a contingent from Families Anonymous made a visit for the purpose of asking the trustees to support the idea of having the NA phone lines refer calls from family members to them. Most calls had usually been referred to Nar-Anon, but an internal struggle had produced Families Anonymous as a separate organization. Families Anonymous was composed mostly of families with members who had drug problems and they wanted family member calls referred to them. The discussion ended on a friendly note, but no agreement for referrals was made.

It was a fairly common practice to allow each helpline volunteer who responded to a call from family

members to use their own judgment about what to do. Some were referred to Nar-Anon, some were referred to Families Anonymous, and some received no referral. On a related issue, the trustees had received a report from San Diego stating that some individual or group in their local NA community was creating confusion over whether or not alcohol should be considered a drug for purposes of NA. It was resolved that Jack would communicate with them and make things clear.

The June trustee meeting was held in the Highland Avenue office. The principal focus was planning for the World Convention scheduled for November. Another concern was office income. The office had been on Highland Avenue about seven months, and the financial situation had slowly gotten worse. Discussion centered on perhaps finding a new and cheaper location. A short while later, Carl B. came up with an office at 101 N. Santa Fe Avenue in downtown {106} Los Angeles. But few were supportive of that as a location; it was in a bad part of town and far away from where the volunteers lived. The GSO seemed to like it better than the office did, so they used the space for a while, holding recovery and business meetings there and publishing the address on the new meeting list. That list, published in June, showed thirty-three meetings. But the office somehow held on financially, and remained at the Highland address.

With a theme of “Just for Today,” the Fourth World Convention began on November eighth at a hotel in Anaheim. Friday morning, Chuck S. and a woman named Lucille spoke. That evening Frank P. from Santa Rosa and Alice M. shared the podium. On Saturday morning three speakers shared: Martin R., Connie C., and Don Z. A General Service Conference business meeting was held in the afternoon. The Saturday evening speaker was Eddie C., even though he hadn’t been to a lot of NA meetings in years. He was followed by a show and a dance. On Sunday morning Beth D. and Mel H. shared the podium at the closing meeting.

The business meeting was principally about the office and it could have had long-term consequences for the fellowship. Bob B. presided over the meeting at which the office reported an approximate balance of \$700. Monthly expenses were in the range of \$500 to \$600, and since Bob was doing the work as a volunteer, no employee expense was included. The sale of literature provided the bulk of income. The focus of the meeting was whether or not the office should incorporate. There was considerable discussion, after which a motion was proposed and adopted “that the NA World Service Office be incorporated.” It was further proposed that an interim Board of Directors be established, to consist of three officers and representatives of the major NA population centers.

After adoption, Jack B. was elected president, Nolan W. vice-president, and Ken H. secretary. A vote was also taken that convention proceeds in excess of a \$500 reserve for the next convention be given to the office. Jack was already a volunteer working with Bob in the office on a regular basis. The selection of both Jack and Nolan had merit, as both were active and strong leaders. Members who were there at the time report that a large number of voters were then current or former patients at the treatment program where Jack was employed. Even Jack remembers that Bill B., who was the Executive Director of the treatment center they both worked at, went around to their alumni and patients and got them to vote for Jack. In the months before the convention, Ken had handled the incorporation of an Alano club in his area, and this experience was probably his ticket to selection as secretary. {107}

Ken remembers the committee met at his home in Riverside several times, and he came to the Valley for other meetings. He dropped out of the committee when Carl, an attorney and trustee, began coming to the meetings, because Ken felt Carl could do the job quite well. Jack remembers they had a number of meetings and conducted considerable research, but they never got so far as writing bylaws or articles of incorporation, nor did they meet the other requirements to complete the job. It seemed the daily crush of life simply allowed this task to get pushed aside until it was seldom thought of. And the effort to incorporate the office just faded away.

The year 1975 was mostly quiet. There was a lull in the hustle around the Southern California fellow-

ship, and even the number of meetings remained about the same. The GSO continued to meet regularly, but near the middle of the year they made a few changes. In Northern California a few new meetings arose, but the only big issue was the hosting of the Fifth World Convention.

Even in Philadelphia things were mostly quiet. In January they recognized their fifteenth meeting, and another was added not long afterward. What eventually made 1975 memorable was the move of the office, and the work performed by Greg and Jimmy near the end of the year.

The financial situation for the office began to get worse during February of 1975, and a change had to be made. Since both Jack and Nolan had been elected to head the committee to incorporate the office, they took the lead in finding a solution. Nolan had recently been working for the Los Angeles Suicide Prevention Bureau on Menlo Avenue. They had a lot of space and were one of NA's best outside literature customers. The Bureau also made frequent referrals of addicts to NA meetings. After some discussions, the management made an offer for NA to take over a small space in the Bureau's facilities for a nominal rent.

This was fine with Bob as it avoided having everything brought back to his house. It wasn't exactly convenient for Jack, but the offer was accepted. In March, the office was moved and the telephone was installed; operation continued. The host agency even agreed to have their workers and volunteers answer the NA phone when no NA folks were around. Since there were relatively few calls they even answered the phone by saying, "Narcotics Anonymous."

A meeting list was published in April announcing the new location. It showed thirty-one meetings, including ten institutional or rehab house meetings. In the following months Jack came more often to help Bob on Saturdays. Gradually he was doing more than Bob, and eventually handling it by himself. {108}

In Philadelphia, where they had been using fifty-fifty raffles as a way of sustaining part of their expenditures, someone began to question the propriety of "gambling" to support NA services. Letters were eventually sent to the California and New York fellowships to get their opinions (it may be that "New York" means the AA General Service Office in New York, although it is unclear from this context). At the April meeting the response from New York was read although the portion of the letter paraphrased in the minutes is misleading, "Letter from N.Y. was read - AA seems to not like raffles except where literature is raffled off. All groups present voted no raffles unanimously." However, they immediately made an exception to allow raffles at social functions.

In Northern California, the Convention Committee was having problems with its chairperson. He didn't always show up. After some months of this, the committee members simply drafted Mac M. to take over. He had come to every meeting and knew what was going on. Mac recalls "being blown away" by the decision, as he only had about eighteen months clean time when he took over. One of the first steps he took was to secure use of the hotel facility. Since the committee didn't have the money to put up as a deposit, he used his own credit card to serve as guarantee of payment on the meeting rooms. He did his best, the committee worked hard, and the result was a great convention.

As Mac's committee was getting things set, the intergroup published a new meeting directory. It listed five Nar-Anon and twenty-one NA meetings spread from San Luis Obispo in the south to Santa Rosa in the north, a distance of about three hundred miles.

In the summer months, the Philadelphia intergroup discussed two intriguing questions. First, there was an organization known as Addicts Anonymous in town, and it was thought that some contact might be made with them. Second, at the next meeting, some information had been received from California indicating the intergroup should be called a GSO. It was suggested that they bring back to the groups the question of whether or not the California fellowship was the "ultimate authority."

After the August meeting, a new meeting list was printed for those meetings close in to Philadelphia. This one was in booklet form, and showed eleven meetings. It included the creative idea of including the Steps, Traditions, and a brief note about what NA was, which made this an extremely effective tool to give to newcomers and interested others.

Quite unexpectedly, Sylvia received the letter from Philadelphia about the raffle issue. Why it was ad-

dressed to the Berkeley mailing {109} address rather than the Sun Valley address is unknown – perhaps this stems from their earlier complaint of non-responsiveness from the trustees – but Sylvia wrote back. Her response was probably predictable: “In my thirteen years of being clean and sober, I have never heard of raffles of or for money within the fellowship.”

Jack B., who had been doing most of the office chores for a few months, finally decided he needed to move the office. He had gotten enough flack for having the connection with the Suicide Prevention folks, and he had to drive quite some distance to get to it anyway. Most of the controversy over being with Suicide Prevention centered around the fact that they used federally funded workers and these workers also answered the NA phone. There was a small unused space being rented by Cri-Help, where Jack worked. That might work out for the office, and it was only a few miles from where he lived, which would make his life a lot easier. So he got everything moved. He remembers that when he decided to move it, “I didn’t even think to ask the trustees, or anyone else, for that matter, for permission.”

The GSO didn’t move, and continued to use the Menlo Avenue location for their helpline and some of their business meetings. Exactly when Jack made this move is uncertain, as documentary evidence has not been located. Memories suggest it was less than six months after it had moved from Highland in March. Some have suggested it was only there a few months. A reasonable guess is that the move occurred in July. Even after the move, Jack was doing everything he could to get things done and was pretty busy with his regular job. He really needed help at the office.

Jimmy, who was feeling much better since his bout with tuberculosis and knowing about Jack’s burden with the office, began to go over and help. As days turned into weeks, Jimmy was working there more often and Jack was stopping by less frequently. Jimmy was often assisted by his special friend, Betty G., who also took an interest in getting things done in the office. It was a tiny space; with hardly room enough for the desk, the boxes, and one person, much less two or more people. In just a short while it seems that Jack hardly came around anymore at all, de facto handing the office over to Jimmy and Betty.

Throughout the year, a calm but frequently recurring discussion had been going on among the trustees and the Southern California fellowship concerning the future of the office. Some felt the office should be separated, so that one office could concentrate on serving the general worldwide needs, and a separate office serve the Southern California membership. The office was doing double duty, trying to serve the needs of local groups and also handle the needs of small, isolated new NA communities cropping up in distant areas. Those {110} two sets of needs were very different. Also, the continuing conflicts and uneasiness that existed between Northern and Southern California was a persistent problem, which foretold of even greater future disunity. Most people really felt the office was poorly supported and managed anyway, so it wasn’t meeting even the minimum needs at the time. It was a situation that was only getting worse.

These issues were turning the wheels of thought in Greg’s head, and he resolved to do something about it. He recognized that NA had to have a plan that would facilitate the growing membership from across the country and eventually around the world. He was familiar with the AA structure, and felt it had some weakness if directly adapted to NA’s membership.

During the time that he was the chairperson of the GSO, he had been in the middle of these discussions. He had heard all sides, recognized the problems, and decided it was time to do something about it. He began to make notes about what he believed would be a practical service structure for NA. An early outline, in his handwriting, shows how close his ideas were to the eventual product.

Over the closing weeks of summer and early fall, he spent a considerable amount of time thinking and writing. He came up with what he believed was a practical structure. He had many discussions with Jimmy about his draft and made some revisions as a result. Several parts Jimmy even wrote himself. Jimmy was exceedingly pleased that Greg had taken on this project. But he was even more pleased with the balance of power and authority the structure envisioned as it took shape.

On September twenty-sixth through the twenty-eighth, the Fifth World Convention was held at the El Rancho Tropicana hotel in Santa Rosa, California. The theme was, appropriately enough, “We Came to

Believe.” Friday evening began with a candle light speakers meeting at which Mike S. and George T. spoke (both were from San Jose). On Saturday afternoon a world business meeting was held presided over by Connie C. That evening Sylvia gave a history of NA in Northern California, which was followed by the main speaker, Steve B. from Santa Rosa. Sadly, Steve is a soft-spoken man, and the sound system was so poor that many didn’t hear what he said.

Although Steve had started in NA some years before, he had been discouraged and for a few years went mostly to AA Being asked to speak was the kick in the pants he needed to bring him back as a dedicated member. Twenty years later he is still actively providing leadership in NA. Sunday morning, Gene L. of Guerneville spoke at the closing meeting.

In the post-convention financial report, Mac wrote that a total of 310 registrations were received and 266 banquet tickets were sold. {111} Total receipts were \$4,452. Unfortunately the banquet, room rental, and coffee costs were greater than banquet and registration income so the total profit after all expenses were paid was only \$528. Nevertheless it was money to be used to help carry the message. The report also contained some good tips for subsequent Convention Committees.

During the time Jimmy had been working in the small Van Nuys office, he concluded it was foolish to drive ten miles to do this work in a tiny space when he could bring the whole mess over to his house, work on it when he wanted, and get more done. During the late summer he continued to work in the small space but began to make preparations to move.

Following the convention, Greg and Jimmy spent more time working on the *Service Manual*. From time to time they would discuss parts of their work in general terms with the trustees. Mel remembers discussing parts of it with Jimmy at a trustee meeting before it was done. Fortunately nearly everyone recognized the need to have a new service structure. Unfortunately the first tendency was to simply use the AA structure, since it seemed to work and there was a close resemblance between the two fellowships. To forestall getting pushed by the membership into trying that rather than a completely new approach, they wrote about the differences and the need for something that was tailored to NA needs.

Although the Northern California GSO was not involved with these discussions, they were aware of the discussion about having the world office separate from the office that served the Southern California fellowship. At their meeting on October twenty-eighth, this was discussed and consensus was that the idea had merit, but no motion was adopted to support it.

At the November meeting of intergroup in Philadelphia, it was announced they had received from California, “a ‘shaky’ letter back. They’re moving again (back to Sun Valley).” On the raffle issue, it seems they still had not received Sylvia’s letter. As an extension of an issue raised in the gripe session from their previous meeting about the propriety of using AA literature, someone raised the question of selling Day by Day books at the meetings because they were not intergroup approved. It was quickly “made to accept Day by Day as intergroup approved. Passed.”

As the letter Jimmy wrote to Philadelphia indicated, the office was moving. Concurrence was probably easily given by the trustees, if they had any discussion about it, and probably in October the office was moved into Jimmy’s home. It had been in the Cri-Help space perhaps three or four months. Everything went, but unfortunately many of the fellowships historical records simply vanished somewhere between the Highland Avenue location and the time things {112} were moved to Jimmy’s. There wasn’t much more space in Jimmy’s home than the office they moved out of, but here the office was to stay for over four years. Everything was done from Jimmy’s home and from his truck in which he kept some literature so people could easily get what they needed.

Even while this was being done, Greg and Jimmy were putting the final touches on their service guide. They recognized that they were laying the foundation for a fellowship that was clearly here to stay and was going to get much bigger. The feeling of responsibility was not misplaced or abused. They knew what they were out to do and why. When it was done they included “An open letter to the membership of Narcotics Anonymous” that explained why they had written the manuscript. They signed it, “A group of con-

cerned members.”

After a last read through it was typeset and printed. They then got a copy to each trustee. They presented this material to the trustees saying something like, “Here, this is an idea. If everyone likes it, fine. If not, we can make changes, but at least it’s a start.” This is the approach Greg used with most things that he wrote, and the technique proved successful one more time. During the following weeks the trustees read it and asked questions of both Jimmy and Greg.

As the year came to a close, a Southern California meeting directory was produced with the Menlo address, showing thirty meetings, including institutional or restricted meetings. Since the GSO was now producing the meeting lists, their address and meeting locations were different than the office. They did include a note that trustee meetings were being held at the WSO (World Service Office).

Jimmy had been handling all office matters from his home, including answering the office telephone, which he also had installed there. He became a volunteer on duty any time someone called. People were calling from dawn to late at night and stopping by at all hours too. At any meeting Jimmy went to he always had with him a supply of what people needed; it would have been an inconvenience if he didn’t like doing it so much.

The frequency of phone calls continued to increase, and the calls were coming from all over the world. People from Australia to Europe would call, mostly when it was convenient to them, often waking Jimmy in the middle of the night.

Jimmy was on a medical retirement because of his emphysema, but he was able to devote considerable time to getting the office work done. Through his dedication and leadership, and with the help and support of NA members, he brought the stability to the office critical to the fellowship’s growth. There was little controversy over having {113} the office run from a home. It had been done that way before, and the fellowship was still so small that most everyone with a little time knew everyone else, especially Jimmy. Over the following years there evolved a small core of dedicated addicts who came to Jimmy’s home to have coffee and to help with orders and letters. Their diligence and sacrifice is verified by the consistent growth of the office and the fellowship as a whole. Without their efforts, NA might never have reached the level of acceptance and worldwide success it has achieved.

In December, Jimmy initiated a record keeping system in which he logged every phone call and every order he processed. He maintained these systems as long as the office was his responsibility. Since a lot of orders and inquiries were handled over the phone, and because he used the answering machine extensively, his notes about each call are a good source for discovering the growth of NA. For example in early January, Pat K. called from Iowa wanting to start a meeting. Jimmy made four attempts to call back before reaching her. In late January Shirley C., who would later become a trustee, called from Connecticut to order two *NA Trees* and fifty *White Booklets*.

Near the end of the year Hank M., Mark McG., and Al V. began to question why there wasn’t a twenty four hour helpline instead of using an answering service to just take messages from addicts seeking help. Mark and Al went to the next GSO meeting to discuss this. Failing to get a satisfactory answer, they joined Hank and other groups in the coastal communities and decided they would start their own twenty-four hour helpline staffed by volunteers. In the process of getting other groups in the area to commit to the idea, they realized they needed to form an area committee just like the Valley had done two years earlier. After some weeks of discussion, the Bay Cities Area Service Committee was organized and began meeting regularly. By February, Hank had been elected chairperson of the committee and a helpline with addicts answering the phone was in operation.

Nineteen seventy-six brought one of the most important events in NA history. Present at the trustee meeting in January were Bill B., Chuck S., Jimmy K., Bob B., Carl B., Greg P. and Gloria Coleman who had been proposed by Northern California as a non-addict Trustee. Gloria was quickly elected to the board and began to participate as a regular member. The board was satisfied that the office had been moved, but

had problems with the GSO still being located in the Suicide Prevention Bureau. There were rumors of interference by them with its operation.

The trustees then elected Bill B. to be chairperson. Greg and Jack were considered for election to the board. Greg was selected at {114} this meeting but Jack was not; several years would pass before he became a trustee. Printing matters about the White Booklet were discussed, followed by consideration of *The NA Tree*. All of the trustees had studied their copy. There were a number of questions and concerns they had with various parts of it, but individually they were convinced there was a need to make a change. Everyone saw tremendous growth coming, and no one was convinced that the current structure would be adequate to meet it.

Something had to be done. The rate of growth was accelerating and the then fragmented fellowship needed to be united. They had a number of choices: They could have appointed a committee to review and revise the *Tree*; they could have spent the time at their meetings to revise it; or they could, as they did, adopt it with the presumption that the necessary changes would come to light over time and it would be changed later. And frankly, they were generally satisfied with it anyway.

After some consideration, it was unanimously decided, “that the board approve the pamphlet as part of NA Literature.” Two hundred copies had already been printed, and more would be if necessary. In this manner, *The NA Tree* became the document officially describing the structure of the fellowship. They then accepted an invitation from Bibs W., who lived in San Luis Obispo, as the location for a general service committee meeting to be held on March twenty-seventh. San Luis Obispo is about the middle of the state near the coast, and almost an equal distance between Los Angeles and San Francisco. By selecting this site, it was expected that members from both ends of the state would come. The purpose was to discuss the *Tree* and possibly plan for the first World Service Conference that was described in the *Tree*. Before adjourning, they decided to hold meetings quarterly from then on rather than monthly.

Only later did the trustees begin to understand that the *Tree* had some defects that caused problems for years. First of all it confused the issue of who controlled the office; was it the trustees, or someone else? It defined the office as a corporation, and that put it out of effective control by the rest of the fellowship. A careful and deliberate discussion of the Traditions and their application to such an important service arm took several years. Only through a running battle over the office from 1978 to 1983 did the fellowship learn that creating the office as an independent power unto itself was a mistake. Chuck S., at the trustee meeting in Milwaukee in 1982, clearly stated that he felt the adoption of *The NA Tree* had been a blunder.

Within a few weeks, many of the two hundred copies were distributed. It was an imposing document to most members. Nothing in NA had ever been so massive or so complex. The range of response {115} went from happy acceptance and support to angry rejection. Somewhere in the middle was where the fellowship needed to be. Right away people began to pick it apart. Many simply didn’t understand it, and more than a few felt it wasn’t necessary.

The *Tree*, with whatever faults it had, was a good starting point for the fellowship to grow from. It reflected considerable experience in how groups worked and how area committees could effectively function. The structure outlined for the regions was a little uncertain, although it was thought they would mostly operate as enlarged area committees.

The biggest difficulty with the *Tree* was in its descriptions of world service and how the various world service elements worked together. There seemed to be more guesswork than knowledge. And this is understandable, as no experience had really been gained through operating a conference composed of delegates from across the country, nor from operation of active independent service bodies. Consequently some aspects of world services were considerably vague, and it was readily admitted that the world service branches would need to fill in the details later.

The most definite language in the *Tree* about world services concerned the office. The details of that part were more specific and authoritarian. The office, it said, was “separate from NA but works for NA. WSO functions as a non-profit corporation; with managers, departments, administrators, paid employees,

subsidiaries and the like. Our office is administrated by our World Service board and acts upon the directives of our World Service Conference.”

In the trustee section, the authority over the office was clearly stated, “The WSB (World Service Board) is responsible for the administration of our World Service Office.” But in an earlier sentence the section says, “Like the WSO, our WSB functions as a corporation apart from our program per se.” The manual didn’t include guidelines or any details about essential trustee operation. This soon became a matter that needed to be rectified.

When I was first exposed to this separate-but-not-separate concept later in the year, I tried to explain to those who inquired of my opinion that it wouldn’t work. I had been accustomed to forming non-profit organizations, and this description frankly struck me as “mumbo jumbo double talk.”

To most readers this was all quite confusing. It seemed that by adopting the *Tree* there was going to be a fellowship with appendages off to one side that were not quite part of the fellowship, yet they controlled the literature and the primary services, and they made {116} interpretations of the Traditions. Because it was so confusing, it quickly brought out a body of detractors that never seemed to go away.

To anyone familiar with the basics of organizational structures it would be clear that the office, a non-profit corporation with such direct responsibility as the focal point of communications in the fellowship, would never be able to operate separately from anything the rest of the fellowship did. And the statement that the WSB “functions as a corporation apart from our program per se” was a declaration that the fellowship at large would have no control over the Trustees either.

Unfortunately the drafters of the *Tree* had only a vague understanding of the rights and responsibilities of corporations. So they wrote, with clear conscience and all the best intentions, contradictory passages; then, when challenged, they tried to explain the contradictions away. This was at the heart of all the biggest difficulties I was to experience with the office and the fellowship for the entire length of my association with it. There was a general unwillingness to accept the “the legal real world” as it is and abide by its conventions. There was an almost universal attempt to disregard those realities and attempt to exist within a cocoon, maintaining an attitude of, “this is how we want it to be in NA regardless of what the rest of the world lives by.”

It was not really possible to have the office incorporated and separate from NA and still be directly accountable to the conference, which was not incorporated. Even in discussions years later among trustees, several with fifteen years of service who had experienced all the intervening legal discussions, they were still trying to fashion the same mythical world into the Guide to Service.

Since the trustees had voted to endorse the *Tree* as approved literature, many people began to implement the parts that applied to them. Committees began to consider changing their intergroup names to area service committees, and the terms GSR, ASR (group service representative and area service representative) and other terms used in the *Tree* began to be used throughout the fellowship. If the *Tree* did anything, it put NA on the road to self-examination. It put forth the challenge, agonized over by many, of how a fellowship that, “as such, ought never be organized,” must indeed organize its efforts with some sophistication if it is to operate effectively at the world level.

At a meeting on January twenty-fifth in San Francisco, a group of addicts assembled to discuss forming an ASC to cover all the groups in Northern California. Unfortunately the meeting adjourned because there were not enough people from enough groups to actually make decisions. They agreed to meet a week later in Santa Rosa. {117}

When they met in Santa Rosa, more people were present, and they discussed forming an ASC. They also discussed consolidating the separate directories that were then being printed. When the committee met again on March twenty-first, they decided to form an ASC and elected their first officers, Sylvia M., chair (Berkeley), Jan R., secretary (Santa Rosa), and Wayne W., treasurer (Salinas).

There appears to have been a substantial improvement in overall response by the office to orders and

phone calls in the months after Jimmy moved it into his home. There also seems to have been an increase in the number of group registrations from across the country. He was sending out about sixty starter kits a month and getting orders out on time. One of the orders received during this time (February) was from Hazelden. They wanted two hundred copies of the Little White Booklet, but apparently the trustees were suspicious about this purchase. They asked Jimmy to call and find out what they wanted to do with them. Apparently their answer was satisfactory, because the shipment was subsequently made. It appears they did not use all these in their treatment center, but included the Booklet in their catalog and sold some.

On March twenty-seventh the meeting in San Luis Obispo was held. This was the agenda:

Opening Statement by Chairperson

1. Nature of the meeting (purpose)
2. World Service Conference (set for March 1977 and WSO will administrate)
3. Incorporation of WSO
4. 1976 Convention Report (Ventura)
5. Literature
6. Funds
7. Violation of Traditions
 - a. Affiliation – office at S.P.C.
 - b. Accepting money for representatives going to service meetings
 - c. Anonymity breaks
8. New Business and discussions

Fifty-two people were in attendance, and the meeting lasted from late afternoon well into the night. Although minutes of the meeting have not surfaced, some decisions have been recalled. Here are some of them:

Every effort should be made to inform the entire fellowship about the next World Convention to be held in Ventura, and a World {118} Service Conference meeting would be held during that weekend, on Saturday.

Representatives from outside California should be specifically sought.

Jimmy should move to incorporate the office as soon as it was practical to do so.

Everyone was encouraged to make the structural changes consistent with the *Tree*.

Concerning literature, Greg and Jimmy had written and printed one-page pamphlets that could be a cheaper and practical way to carry the message.

Copies were handed out of: *Who, What, How and Why*; *The Group*; *Another Look* and *So You Love An Addict*. They intended to approve these at the November meeting. It was the consensus that more literature was needed and that a committee to work on literature should be one of the first committees created by the conference when it was organized.

A request was also made to have each group send in an updated group registration form so the office would have an accurate list of meetings and a contact for each group contact. A consensus was reached that the conference should be held during the convention in November rather than a full year away as the agenda suggested.

During March, Bill A. from Philadelphia, Pennsylvania came to California. He had brought what was probably a long list of questions from the Philadelphia intergroup, where his pending trip had been discussed. Unfortunately he missed the San Luis Obispo meeting. A full report was given of his visit to the office upon his return, and for a while, at least, there was better communication with California. He brought back new material, including copies of the *Tree*. He had been asked to encourage members to write input for an NA book and send it to California. But there still remained doubt about the intergroup

Vs. GSO for Philadelphia. That discussion turned out to be moot anyway; they soon read the *Tree*, and elected to adapt their local structure to the area committee concept, since they were getting too many delegates at the intergroup anyway.

At the trustee meeting in April, six members were present: Bill, who presided, Bob, Chuck S., Cliff C., Jimmy, and Greg. A committee was established to look into writing bylaws and guidelines for the board as a first step toward incorporation. Bob, Jimmy, and Greg volunteered for this task. Although they tried for a while to get the job done, it never got properly finished. {119}

A draft was prepared for the next meeting, but they were in need of further work. There also seems to have been a general lack of interest among the rest of the trustees to get this task finished. When discussing attendance of the northern trustees (Sylvia, Russ and Gloria), there was consensus that at least one of them should be at each meeting to vote for all three.

A discussion about the management of institutional activities led to a decision that problems of this nature should be handled at the local level or brought to the trustees by a GSO. This seems to be the beginning of the philosophy of the board to force the fellowship to address and resolve these “local” issues themselves. Someone suggested that a Hospitals and Institutions Committee be created, but the board decided that “the emergence of such a committee, it seems, would and should arise from the membership as needed.” In what seems the last of Jack’s duties with the office, his desire to resign from handling office finances was noted by the board. He soon resigned and Jimmy promptly took over that task too.

At the April twenty-fifth meeting of the Northern California ASC, the principal topic was the new literature that had been distributed at the San Luis Obispo meeting. Group Service Representatives were encouraged to have their groups review all the new literature and be ready to submit their group conscience decision on them by October.

About the time of the San Luis Obispo meeting, Jimmy and Greg decided that they should prepare and send out a World Directory of meetings that would include a letter asking for corrections in the directory to be sent back by the first of November, so that a corrected directory could be available at the conference. From all the notes, registration forms, and letters that this mailing generated, Betty began to type the directory.

It was not an easy task, as the meeting and contact records had not been well kept until Jimmy took over. But it was an essential project, and in fairly short order Betty had it done. It was then duplicated and mailed out to people all across the fellowship. There were approximately one hundred thirty nine meetings with times listed, and nearly twice that number of contacts and probable meetings, but not all the information was available for every meeting or contact. They used every bit of information they could find.

At the May second meeting of the Ventura ASC, eight representatives from the new Bay Cities ASC came for a visit. From this meeting came a closer relationship between the two ASCs, and they began to exchange copies of their minutes.

Nearly simultaneous efforts to start using radio, TV and newspapers to announce the existence of NA were initiated around May by {120} the Bay Cities ASC and the intergroup in Northern California. Soon many radio stations were broadcasting short NA messages and helpline numbers. As this was being done, the Bay Cities ASC stepped up its commitment to handling these Twelve Step calls, as there was a sudden increase. At their June meeting, the Bay Cities ASC elected their representative to the region on the assumption that one would eventually be formed.

In Northern California, the intergroup and the GSO meetings discussed how to merge their activities into the area committee format outlined in the *Tree*. At the June meetings they developed a transition plan to take back to the groups for a decision at the July meetings of both intergroup and GSO. They also discussed whether they would continue to purchase and distribute AA pamphlets. After some discussion, they decided the Sixth and Ninth Traditions prohibited it. It was acknowledged that members could do what they like in their personal lives, but that NA needed to rely on its own literature.

In early June, a letter was sent from the chairperson of the committee hosting the convention set for

November. The letter was informative, and established a schedule for decisions that had to be made. It also announced a meeting in July at which most of the decisions about the convention were to be made. Some Northern California members felt they were not given adequate notice, and another rift was started. When the committee met, the complete program was approved including speakers, and subcommittees were assigned to handle the various other tasks.

At the June intergroup meeting in Philadelphia, a long presentation was made that informed everyone about the *Tree* and outlined the changes that would be necessary for a transition to it. At the July meeting, the first signal of transition could be seen as the minutes were identified as, "NA Area Service Committee, July 11, 1976, Philadelphia." They then dug in to reorganize themselves in accordance with the *Tree*. It took a number of months before everything was accomplished, but the largest single branch of the fellowship outside California was showing its willingness to be part of a united fellowship.

In August the trustees generally accepted the guidelines that Bob, Greg, and Jimmy had proposed (though some changes and deletions were to be made later). Unfortunately, the guidelines were still not strong enough, because in less than a year, discussions about poor trustee attendance and participation came up again. They approved for publication a Spanish translation of *The White Booklet* and the pamphlet, *Who, What, How and Why*. There was some discussion {121} about the letter from Sylvia concerning the Convention Committee meeting held in July. They decided to have Bill send a letter, and he did, but it didn't really smooth things over. Tensions remained.

I came into this picture in late August of 1976. For most of the rest of this book, because I was a direct participant, I am going to switch to telling much of what follows in the first person.

Dorothy Gildersleeve, who had left the Board of Trustees several years before, was a friend of mine. Her son and I had been friends in college some years earlier. Back in 1974 and 1975, I needed some help with some research I was doing, and I knew she had plenty of knowledge and experience with social service non-profit corporations. She was more than willing to help me. In fact she helped put me on boards of directors of several that needed help. She was a firm believer in NA, and had been helpful in getting acceptance of NA as a legitimate resource in the battle against addiction. She called me in August of 1976 to see whether a friend of hers could call me and ask for help for Narcotics Anonymous. I agreed and several days later I got a call from Jimmy.

He wanted assistance in conducting a business meeting that was to be held in Ventura in a few months. He thought it would only take a few hours, although the group might be a little rowdy, since it was composed of people with no experience in organizational etiquette. Having had considerable experience with non-profit organizations and rules of procedure for meetings, and always a willing volunteer, I said I'd be glad to help in whatever way I could.

He came to my office the next week for a brief chat. We discussed how I might be able to serve as a sort of parliamentarian at the meeting itself. We confirmed the where and when, and outlined what he expected to happen. It didn't sound so hard. He gave me copies of the literature, which I read, but not much of it made sense to me, having had no personal experience with drug addiction.

In early September, Sylvia drafted a letter listing a number of concerns she had about the *Tree* and intended to press them at the appropriate time. Her letter appears to have been given fairly wide circulation. Her concerns seem to have been echoed in the Bay Cities ASC, which may be easy to understand as she still had many friends in the area, as well as relatives. At the Bay Cities meeting about a week later they established an ad hoc committee to study the *Tree* and to prepare recommendations to be considered at the November meeting. It started meeting in late September, and held three meetings in the following weeks. The ASC also had to deal with the continuing consequences of the Public Information success their radio

{122} and TV announcements were creating. The Helpline Committee was in great need of more volunteers. They also decided to press the groups for a decision about the pamphlets to be voted on in November.

Evaluation of the *Tree* was complicated by the sudden publication and distribution of a Second Edition of the *Tree*. This Second Edition was generated by Greg and Jimmy without approval from the trustees before it was printed or distributed. The Second Edition accommodated one of the more pronounced objections that some members had with it. It changed the relationship between the area committee (ASC) and the regional service committee (RSC) by adding a new elected representative called the area service representative (ASR). When the trustees met on October thirtieth, among their decisions was that in the future, any new or changed literature must be authorized by the trustees before it was printed or distributed.

On October twenty-fourth, a meeting was held in Ventura at the Holiday Inn to go over problems with the *Tree* and run through the agenda of the November meeting. This was billed as a regional business meeting, but the list of attendees suggested it was a repeat of the spring meeting in San Luis Obispo. The sign in sheet reports thirty-six meetings were represented, over one third of all California meetings. Four trustees were in attendance, "along with just about everybody who was anybody in California NA at the time."

Reports from the Ventura and Bay Cities ASCs were presented and discussed. Sylvia presented her objections, and the Berkeley-San Francisco ASC (recently renamed from the Northern California General Service Organization) presented their objections too. In short order it was clear there were nearly enough votes to veto adoption of the *Tree* at the conference, two weeks away. If Greg and Jimmy had not understood, before then, the strength of the opposition, they finally did.

The trustees met on October thirtieth, although only five of the twelve members were present. Greg served as acting chairperson. The primary issues were the poor attendance (they discussed possibly getting resignations from some of the less active absentees) and the function of the trustees in the light of the changing nature of NA. Throughout the next eighteen years this would be a recurring discussion with no conclusion. A lengthy discussion was held about the Bay Cities recommendations regarding the *Tree* and, probably due to the strong opposition to the *Tree*, they decided to halt all projects in the works until further notice.

By the end of October, Betty had begun to re-type the World Directory. Many groups had complied with the request to correct information in the directory published in the spring. It took quite a {123} while, as new changes kept coming in. The job was not completed until near the convention date. This was a substantial improvement over the spring publication. With corrections and additions, there were 224 meetings listed, including the day and time they met. This was a fine World Directory, a great piece of work on Betty's part, and an impressive bit of evidence for the growth of NA. Greg took the information about all the groups and prepared a map of the US to show a physical distribution of where the registered meetings were. He included this as part of the packet of information handed out at the conference to suggest a partitioning of the country into tentative regions for voting purposes. He and Jimmy prepared a complete package of things they intended to accomplish.

Under the theme of "Coming Together" the fellowship gathered in Ventura, California at the Holiday Inn to have a good time and to get serious about organizing the fellowship. This was the Sixth World Convention, and it attracted a fairly large number of people. The Friday evening meeting featured Cathy L. and Danny T.

The Saturday morning business meeting was scheduled for about three hours of work. I arrived on Saturday morning and easily found Jimmy in the coffee shop as we had arranged. We sat there for a little while as he and two others primed me with their game plan. I was a bit puzzled during this short discussion, as it seemed somewhat conspiratorial. I was cautioned not to help the opposition as they were trying to disrupt the meeting.

When we left the restaurant, we went to the meeting room where others had already begun to assem-

ble. Unfortunately I don't remember everything that took place. I do remember a few things, one of which is that I soon experienced sheer panic! I was certain they should never have invited me. I had been accustomed to people who dressed conservatively and behaved in meetings with moderation and decorum. This was very different!

Greg P., who had been acting chairperson of the Board of Trustees, served as chairperson of the meeting. He billed the meeting as "the first World Service Conference." Before the work got underway, the office distributed a packet of material to work from. The packet was quite impressive, probably the largest accumulation of information about NA produced to that time. It is interesting to look back and recognize how small the fellowship was at the time of the first conference. Who knows what the participants were thinking, but I can't imagine they knew the fellowship or the conference would grow as fast or as large as it did in the following years. {124}

Here is a meeting count taken from the list compiled at that time:

AL 0	IN 3	NE 3	SC 0
AK 4	IA 1	NV 1	SD 0
AZ 10	KS 6	NH 0	TN 2
AR 0	KY 0	NJ 1	TX 11
CA 83	LA 0	NM 1	UT 2
CO 1	MA 0	NY 2	VA 0
CN 3	MD 2	NC 0	VT 0
DE 0	MS 1	ND 1	WA 4
FL 6	MI 6	OH 1	WV 0
GA 7	MN 11	OK 0	WI 1
HI 4	MP 0	OR 3	WY 0
ID 1	MO 0	PA 16	
IL 5	MT 5	RI 0	
Australia 16			

Total meetings: 224

There was also believed to be one or more meetings in Germany, Canada, and several other countries, but the specifics were not reported by the office. Only five years had passed since the first convention in 1971, but the fellowship had grown from thirty-eight meetings to over two hundred twenty five! For the first time, it was truly evident to everyone that the fellowship was no longer simply a California movement. There were now more meetings outside of California (141) than were in California (83). However, everything was controlled by the California members, and that would eventually grow to become a source of resentment. No matter that California had many more years of experience in recovery, there soon developed a protracted struggle against domination by the California fellowship.

The trustees were all present at the first World Service Conference: Bill B., Chuck S., Cliff K., Dennis McG., Bob B., Sylvia M., Jack W., Gloria Coleman, Greg P., Mel H., Carl B., and Jimmy K. A written opening statement declared, "It is and has been, the intent of the World Service Board (the trustees) to transfer the decision making process and guidance of NA to the fellowship. The purpose of this conference is to set in motion the wheels which will make it possible to have future conferences which are truly representative of the fellowship. . ." The board distributed a copy of their guidelines showing qualifications for trustees. They stated their support for and intention to abide by *The NA Tree*. {125}

The office report presented by Jimmy gave a review of current objectives and an overview of the problems he inherited when he took over the office about a year earlier. He explained the nature of each difficulty and his response to it. It was an impressive list of accomplishments: Publication of the *Tree*, six Eng-

lish language pamphlets, one Spanish translation, the World Directory, and a complete group kit. It showed real progress toward meeting the needs of the fellowship. Attached was a financial report covering the previous eight months. It showed a balance of \$153 of income over expenses: Income; \$3,773, Expense; \$3,620 – a pretty slim margin.

If the agenda had been followed, things might have been different for the next twenty years or so, but it didn't work out that way. A few days before the conference, Sylvia had mailed to Greg and Bill B. (as trustee chairperson) an alternative agenda that would have established a committee to examine and modify the *Tree* rather than adopting it as printed. Sylvia included a copy of a four and a half page critique of the *Tree* written by the Ventura ASC. Although they enumerated many specific objections, they ended with suggesting the key factor was to add voting participants who could vote at this conference. The trustees collectively had twelve votes; there were only two regions represented, so there were only fourteen voting participants. The Ventura ASC wanted a delegate from each of the ASCs to vote, thus adding five more votes. This was not accepted.

When Greg began the presentation of the *Tree*, the turmoil rose to a loud crescendo. Everything he said was questioned or challenged. Who were these "concerned members" who wrote this? What gave them the right to do so? Why did the trustees approve it without first asking the fellowship? And the tempers kept rising with each response.

The conflict had been aided by another memorandum that was passed out at the conference concerning the *Tree*. Although attributed to Sylvia, copies in the files of NA aficionados have no identifiable markings, although it was not written in her style or on the typewriter she normally used. It was a persuasive essay about the weaknesses of the *Tree*. It examines specifics that would plague the fellowship for years: near autonomy for trustees and WSO, trustees appointed for life (rather than elected), lack of specificity about who ran the office (and how their directors were chosen), how conference policy was approved, lack of a clear description of how group conscience functions throughout the structure which would aid members in seeing how their participation matters.

As they fought over everything Greg or Jimmy said, and what others said too, I realized I was like a fish out of water. I stood there with my crew-cut hair, in my shiny black shoes, white shirt, thin {126} blue striped tie, and neatly pressed suit and faced a fairly ferocious looking group. Some were pretty mad, and showed it clearly. Although I had no idea the conflict between these people had been stewing for years, I could tell that this was the day for battle. My first reaction was to avoid antagonizing these people and get out quick!

At first I tried to make them abide by the standards of Robert's Rules of Order. This provoked more arguments than it solved, and became the focus of attention, diverting the group from the actual issues. I quickly gave up that idea and tried to simply get them to phrase their decisions in an appropriate manner and not argue so much about what someone said as opposed to what was in the motion to be voted on.

The arguments were punctuated with obscenities and seemed to be veiled in threats. As the battle raged on, it seemed clear that the *Tree* was not going to get approved. Regardless of the prior intent of Jimmy, Greg, or anyone else, a "yes or no vote" was slowly sidetracked. As the hours set aside for the conference ended, it was concluded that approval of the *Tree* should be accomplished at the next conference. The *Tree* was left in limbo. Since the trustees had given it the mark of approved literature back in January, it was still the service guide for the fellowship. Unfortunately there were too few regional representatives in attendance to justify calling the conference a successful expression of group conscience, so management of the fellowship was once again left in the hands of the trustees.

I was not sure who was more glad when it was over, them or me. But it did get over and I was invited to stay for the rest of the events and the dance that night. I gave my polite "no thank you" and got out as fast as I could! As I drove back to Los Angeles, I concluded they would never want to call me again, and I was okay with that.

Saturday evening Richard C. Heaton, Judge of the Superior Court of Ventura County, offered a wel-

come, after which Hank M. took to the podium as the featured speaker. On Sunday morning Pepe A. returned to the podium to deliver his second consecutive Sunday morning spiritual talk.

The Convention Committee's closing report, made in December, showed a balance of \$1,500 after all bills had been paid. The site of the next convention had not been determined, and they resolved to move forward with that selection at or after their next meeting.

No minutes were made of the first World Service Conference meeting, and recollections are mostly vague. Old-timers who were there remember the conflict, but few details about the actual decision to put off voting on the *Tree*. For nearly seven years there had been a growing conflict between two groups of people centered around who {127} was in control of the trustees and the office. Then, and for years thereafter, there were suspicions that some core group of people were making all the decisions behind the scenes and giving lip service to the idea of group conscience. Throughout my entire experience with Narcotics Anonymous, this has been the charge that every dissenting group has made against those they have battled. It is a pity. And I suspect it will never change.

It is interesting to see how the two largest ASCs recorded the events in the minutes of their next meetings. At the next Bay Cities meeting, the conference was not even mentioned, but they did examine the difficulties they were having with helpline calls since their phone number was being broadcast on radio and TV. In Northern California the intergroup discussed, "heatedly" their minutes say, the idea of starting their own office, and the Northern California GSO had already changed its name to the Regional Service Committee.

To my great surprise, Jimmy came into my office several weeks later and gave me a plaque to convey their appreciation. He said the next meeting was going to be in San Francisco, but when they had the next meeting in Southern California, they would like to have me back. I said OK, but doubted it would happen.

Nineteen seventy-seven was another landmark year for the fellowship, complete with much success and a little failure. Undoubtedly the most significant events were the incorporation of the office and events that transpired as a result of the San Francisco convention. Minutes of the January office meeting reveal the actions taken to incorporate, although there are some questions about who was there, and therefore who made up the original de facto WSO Board of Directors.

It must have taken months to get the bylaws, articles of incorporation and application for recognition by the State of California prepared for the meeting. It usually did, and Jimmy was determined not to allow the incorporation matter to drag on any longer. Jimmy's signature is shown on the records as the responsible officer, and his home address was used on the form filed to register with the State.

The Articles of Incorporation show the meeting was held on January 25, 1977 with the following directors and members present: Jimmy K., Greg P., Bob B., Betty G. (later to become Betty K. when she married Jimmy), Donald K., and Carl B. It is interesting to note that two of the five were not trustees. If the incorporation had been accomplished, as suggested in the *Tree*, wherein the office was controlled by the trustees, it would have been appropriate for the trustees to have been the incorporating individuals. {128}

In the following month Donald K. suddenly left town, and when a revised set of Articles was prepared, Carl B. was excluded and Chuck G. was listed as Secretary. The copy on record with the California Secretary of State shows Don and Carl but does not include Chuck. It appears the version with Chuck's name was typed later and thereafter included with the copy kept in the office.

The minutes of the May 26, 1977 meeting show Chuck was voted in as a member and a note added that Don K.'s resignation had been accepted. There was no mention of the decision about Carl. They also contain a statement, apparently quoted from Jimmy, that says in response to the suggestion to establish secondary committees, "that we wait until the next meeting, until such committees as decided on by the Board of Trustees of NA can be defined so that we know our main direction. This is so because the Board of Trustees of NA do oversee the World Service Office in all its activities." It is uncertain whether this

was a correctly quoted statement or an error, as the trustees had, de facto, already lost control of the office.

Application for federal tax exemption was submitted, and Jimmy proceeded to engage in an ongoing exchange of calls and letters with the IRS until full exemption was granted five years later. About this time a notice was also filed with the County of Los Angeles, known as a “fictitious business name filing.” This notice gets published in a local newspaper and declares that the individuals named in the application are doing business at a certain address and using one or more specific names. Jimmy reported the office was doing business under the names, “CARENA,” “World Service Office, Inc.,” and “Narcotics Anonymous.” The name “CARENA” was a carryover from the publisher name used in the First Edition of *The Voice*, published in 1968.

While the organizational efforts were going on, Jimmy kept up the literature distribution chores. At the beginning of the year, a new price list was published. Included for sale were: *The White Book*; *The NA Tree*; *Group Starter Kit* (a collection of pages to guide a new group); Monthly Record Form (for recording money); the World Directory; Complete Group Kit (a compilation of several inventory items); the pamphlets, *Who, What, How and Why*; *The Group*; *So You Love an Addict*; *We Made a Decision*; *Another Look*; *Recovery and Relapse* and a Spanish translation of *Who, What, How and Why*. *The White Book* sold for a quarter, the pamphlets for a dime.

Jimmy continued to maintain a log of phone calls, outgoing mail, and office income. On a typical day he mailed about ten packages, a few letters and a postcard or two. One day, for example, he mailed packages to Bob B. in San Francisco, Ralph P. in Tulare, Gary G. in Frankfurt, Carrier Clinic in New Jersey, Bo S. in Marietta, and five others. {129}

Jimmy was precise in recording the money received. On the monthly ledger pages he maintained, he listed the name of every committee or individual that ordered literature and the amount they sent. The same information was recorded about every financial contribution. Probably because people were always suspicious that the office was “ripping off” the fellowship, he kept all receipts, down to the last dime, for every expenditure. By keeping such records, he was able to show, if necessary, the exact condition of the office at any one time. This was a good first step, but he needed to turn this duty over to a trained bookkeeper. As methodical as he was, the records were far from adequate for a business, even for NA at the time.

In May for example, donations were received from the Mill Valley meeting (\$20.00), Bob B. (\$10.00), and Perry I. of Amarillo Texas (\$5.00). Literature orders were received from Patricia H. in Miami Beach, Florida; Sharon G. in North Carolina; Louisa L. in Mocton, New Brunswick, Canada; Teiuben H. in Corinth, Mississippi; and the St. Luke’s Hospital in Denver, Colorado. In Pennsylvania, orders were sent to Bill A. in Feasterville, Howard S. in Butler, and Tom R. in Rockledge. Nine orders were received from locations in California. Office expenditures for the month were mailing \$46.70, telephone service \$50.56, and packing supplies \$38.59.

While all of these business transactions were taking place, Jimmy was taking the phone calls and returning them when necessary. Jimmy was also the listening post for just about anybody who had an idea about getting the fellowship organized, getting a book written, or making revisions to the service structure. But most of all he was there when an addict needed to talk about their struggle to stay clean that day.

On March twentieth, a meeting was held in the Valley, presided over by Hank M., chairperson of the Bay Cities ASC. Effort had been exerted to bring together representatives from all four ASCs in Southern California for the purpose of forming a regional committee. Nineteen people showed up including representatives of the Valley, Ventura, and Bay Cities ASCs. The Eastern Counties ASC didn’t show up.

The San Fernando Valley Area Committee had existed since November 1973, and both the Ventura County and Bay Cities ASC’s had been created early in 1976. Later, near the end of 1976, groups on the east and south side of the county, stretching all the way to San Bernardino, formed the Eastern Counties ASC. The meetings further south, in San Diego, were part of the region, but had not organized themselves as an area committee.

The discussion seemed to be quite reasonable, and alternatives were considered, but it was soon decided “that the areas represented {130} here today be known as the Regional Committee of Southern California, for the time being.” The motion was adopted unanimously. Hank then proposed that Frank D. from the Bay Cities be temporarily appointed chairperson of the region until the region could meet and elect a chairperson. This was also adopted unanimously. Discussion then turned to the *Tree*. It was the consensus of the meeting that there should be no further revisions issued by world services of the *Tree*, and that member suggestions should be collected and passed through the service structure for possible modification of the *Tree*.

When the region had its next meeting in May, Frank presided. They elected to have a rotating committee chairperson structure, and Cathy L. was selected as the next chairperson. They discussed what committee structure was needed, and they seemed to agree that they would have an institutional and an entertainment Committee. Discussion included consideration of a regional office, but no action was taken. The committee agreed to meet monthly for a while and adjust that schedule later.

When the office board met in May, Greg suggested they form secondary committees but that was squashed by Jimmy in deference to expected action by the trustees. It is declared in the minutes that “the Literature Committee will remain within the province of the office, although supervised by a proper committee.” This declaration later became the basis of an ongoing battle between the office and the Conference Literature Committee.

When the Southern California Region met in June they continued to get more organized. They established a committee to write bylaws, and tentatively set an August meeting date for another comprehensive review of the *Tree*. During the month, new meeting directories were made by the region and also by Northern California.

At the July Southern California regional meeting, an attempt was made by the H&I folks to become autonomous from the region and be fully independent. That didn’t fly. The region voted to confirm that H&I was a subcommittee of the region. A set of draft guidelines for H&I were then adopted, and Henry S. was selected as the first chairperson. While they were in the electing mood, they decided to have four standing officers for the region and then promptly elected them: Frank D. as chairperson, Don A. as vice-chairperson, Kevin F. as treasurer, and Eileen A. as secretary.

Philadelphia was also getting organized. In late July they held their second regional meeting at Milton State Park. Ray served as chairperson with forty-three people in attendance. After the preliminaries, which included a donation of \$96.39 to the WSO, GSR reports were given from each meeting. Then the two ASC chairpersons {131} made a report. When the region was formed, they divided the groups around Philadelphia just about in half, making northern and southern ASCs. It seems the consensus of the meeting was “that some complacency is coming into the program regarding officers in groups, ASC, and general problems getting someone to keep a commitment.”

At the September trustee meeting, held shortly before the convention, the board elected new officers to serve for the remainder of the year: Greg P. was the new chairperson and Cliff C. the vice-chairperson. Bill, who had been chairperson, stepped aside for personal reasons. Present at this meeting were Jimmy K., Cliff C., Bob B., Chuck K., Carl B., Greg P., and Bill B. Recorded as absent were Jack W. (who was ill), Sylvia M., Gloria Coleman, Mel H., and Dennis McG. They discussed separating the World Service Conference from the Convention in the future and they talked about how conventions ought to be organized. They also considered what the role of trustees should be in conventions and on the various committees. This was recorded in somewhat unclear terms, indicating that the discussion itself was a bit unclear. It may be that they had already begun to sense they were getting “put out to pasture.”

Since the *Tree* had been in circulation for almost eighteen months, some NA communities were already beginning to apply it under some circumstances. In Atlanta on September sixteenth a meeting was held to organize an area service committee. Chuck S., a long time Atlanta member, served as chairperson

and gave detailed explanations of the relevant parts of the *Tree*. In the discussion that followed, Bo S. reminded everyone, “it was important not to isolate any group and hopefully the ASC would draw enthusiasm and support (from them).” Chuck was elected as chairperson; Tommy B. was elected vice-chairperson. Pat S., one of the founders of NA in Atlanta, was chosen as secretary, and Elliot H. became the treasurer. A list of the GSRs of each of Atlanta’s seven groups was then prepared for dispatch to the office.

In the last days before the World Convention, a special meeting of the Southern California Region was held. Its primary purpose was to discuss conventions. Stu T., who had written the convention guidelines for the region, led the discussion. Since there had become a sort of unwritten understanding that the convention alternated between Northern and Southern California, it was assumed that one of the two Southern California bids (Pasadena or Santa Monica) would be selected.

Stu suggested that the region could, at that moment, elect to put forward only one bid and avoid any conflict at the convention over the matter. He stressed that regardless of which bid was selected by the region or Convention Committee, it would require a region-wide team {132} effort. The group decided that both bids should go forward. When the committee met in San Francisco, it could select the one the members felt was best. As a footnote, the minutes of this meeting were written after the convention in San Francisco, and the typist mentions that Houston, Texas was selected as the site, “which is near Barstow, I think.”

The Seventh Annual World Convention began on October twenty-first at the Jack Tar Hotel in San Francisco under the theme, “Now We Are Thousands.” The business meeting was scheduled for Friday at 12:30. A full agenda was planned:

Opening session – including:

Conference format

Committee reports

Old Business

The NA Tree

Conference Committees

Supporting our Services

Literature

Other Old Business

New Business

Planning 1978 Conference

Other New Business

The meeting didn’t take place. In his report prepared on November eleventh, Greg wrote,

The WSC was called to order at 12:30 on October 21, 1977 as planned in the agenda. At that time only three trustees were in attendance (none of the regional delegates or other trustees had, as yet arrived). Because of this poor showing the conference was adjourned until 2:30 in the hope that more participants would be there at that time. When we reconvened we had gained one trustee, two delegates and one regional chairperson (sitting in for his absent delegate). We opened up the conference for discussion and the consensus was that this showing was not representative of the fellowship and that the conference should be postponed until a later date separate from the convention. The dates March 25 and March 26, 1978 were chosen and the World Service Office will make the arrangements.

There were, however, quite a few people who had come to observe the meeting. In all, thirty-four

people were present. All of those who put their names on the sign in sheet were from California. {133}

Friday night, the podium speakers included Bud K., Ron M., Richard M., Millicent, Carl C., Sharon S., and Jeff S. A full range of workshops and meetings were held on Saturday, leading up to the main speaker meeting (my records don't indicate who that was). Sunday morning Frank D. (Venice, California) was the speaker. Although reports vary considerably, there were possibly as many as 600 people at the convention.

One of the two events to take place at the convention that changed the course of NA happened during site selection for the 1978 convention. When it came time, both the Pasadena and Santa Monica bids were offered. Each passionately wanted to win the bid. On the first ballot (a standing vote), there was a tie and another vote was required. Well, about that time George and Ann B. rose and suggested they would offer Houston, Texas as an alternative site. They reported there were a few meetings in Houston and her fellow members had considerable experience in putting on large events like this.

They had been vacationing in San Francisco, without knowing about the NA convention. Both had been regular members of one of the NA groups that existed in Houston, but were also experienced Convention Committee members from AA Young People's activities. When they heard about the convention they joined in.

Supporters of both California bids preferred to switch to someplace other than their opponent, so on the next vote enough from both sides went with Houston to make it the winner. Even though there were only a few meetings in Houston at the time, through the provident hand of a Higher Power, California dominance over the convention was lost, and it was ten years before the World Convention came back to California.

As for the other event that changed the course of NA, Bo S. from Atlanta had been a dedicated member for a couple years and was disappointed that NA didn't have its own version of the AA Big Book. He had been talking about it around Atlanta for a long time. He tried to get answers from the office but never got what he believed was a satisfactory response, even about who was working on it. He sent in his own story and never even got an acknowledgment. He came to the convention primarily to discuss the book.

Bo writes about this event in his book, *The History of The Writing of The Basic Text*. From various sources found in the research for this book, I've discovered that his description of those events is generally accurate. He began asking who was responsible for the writing of the "NA Big Book" when he arrived at the registration table. He was handed off from one person to another until he ended up asking his questions of Jimmy. Jimmy in turn took him to meet with Greg. During the following four days Bo and Greg spent a lot of time {134} together. Bo suggests that he and Greg were of "kindred spirit" and in many ways shared the same vision about a book for NA. Greg confirms they were easily drawn together in a common cause to get a book done. When the convention was over, Bo accompanied Greg back to Los Angeles and stayed in his home for two nights. They were constantly talking about NA service and NA literature, and they shared extensively about themselves and their dreams for NA.

Bo visited Jimmy's house, saw the office (what there was of it), was treated to a few hours of Jimmy's undivided attention as they talked and Bo learned first-hand that nearly nothing existed that could truly be considered the beginnings of an NA book. True, there were the stories Jimmy had encouraged a few members to write years earlier, but otherwise there was little of substance. The message he got from this experience was that not much was truly being done. If he was as interested and determined as he let on to be, he should endeavor to begin writing his own thoughts on what an NA book should contain and how it should be organized. If he did this, Greg told him, he (Greg) would offer his personal help in every way.

Bo was simply a member from Georgia who attended a convention and left as a man on a mission. He learned that nearly everyone wanted an NA book, but they all expected someone else to get it done. For years a book had been discussed, and the office would even solicit stories for it occasionally. But nothing of substance had been accomplished. He set out to change all of that, and perhaps without forethought, helped change the fellowship.

Bo had been an activist in the days of the anti-Vietnam war movement and knew about using large

numbers of people to get things done. Many people were to learn from this event that if you give Bo something to do that he really wants to do, he will probably just go and do it. The wheels in his head had been turning, and this signal of approval was simply all he needed. Within days he began writing his thoughts in a notebook and talking to others about getting them to write theirs also.

His talking with others was nearly compulsive, and certainly calculated. He really wanted to get people involved. In his discussions with Greg it began to become apparent that Bo believed in writing the book by using a mass of people. He apparently didn't have much confidence in the idea of a small committee doing the job. Consistent with this idea, he talked at meetings, at coffee and with nearly everyone, suggesting they start writing too and join him in this effort. While at first it may not have seemed realistic, he began to convince people it was possible, and began to get a few involved. After a while he had a few recruits, like Motorcycle Ed, who began to believe it might just happen if they all worked hard at it. Over the following {135} six months he slowly built a base of support in the Atlanta fellowship for his work.

Soon after the convention was over, Greg sent a letter out to the fellowship reporting the cancellation of the conference for lack of attendance. His letter went on to announce the conference meeting date for the following spring. He also announced that the next World Convention would be held in Houston, Texas and declared it was, "Fantastic! And probably one of the best things that could happen for the growth of NA." He mailed the letter to over one hundred eight members and committees, at least sixty-five of whom were outside of California.

In late November, Jimmy called me and gave me a report about the poor turnout for the conference in San Francisco and the plans for the next one. He said they were organizing a meeting for April 1978 (only a few months away) and asked if I would come and help again. Having by then forgotten how intimidated I had been the first time, I agreed to serve again.

In the final days of November, a meeting was held in the east side of Los Angeles to organize another area committee in the Southern California region. The new area was created, and the first officers were Bob E., chairperson, Jose T., vice chairperson, Carol H., secretary and Alex L., treasurer.

With almost unbelievable speed, the Houston folks sent a letter around the fellowship (through the office). They announced the date and place of the 1978 convention. They enclosed a hotel brochure showing room rates so reservations could be made. Also announced were the Convention Committee officers: Kathy H., chairperson, George B., vice-chairperson, Jenny B., secretary, Mary DeF., co-secretary and Peggy McC., treasurer. As a happy addendum to their letter they announced that so much excitement had been generated among their members that some of the original members who started meetings in Houston had decided to get involved again.

In the weeks leading up to the December trustee meeting, Greg revised the trustee guidelines and gave greater clarity to descriptions of organization duties. At the meeting, Greg read the letter he sent about the cancellation. He said he was trying to send out a monthly letter to the full range of addresses from around the fellowship. There was a long discussion about the *Tree* that centered on making the changes that had been suggested, including possibly having the conference establish a permanent committee to work on structural matters.

Considerable discussion centered on the spring conference. Topics included sending the agenda out in advance and changing the date {136} so it was not on Easter weekend. A lengthy discussion also focused on the poor attendance record of some trustees. So many members were absent so often that everyone agreed something had to be done. Various ideas were discussed that might be included in guidelines for attendance and participation. Another matter was whether to open trustee meetings to all NA members. After discussion they decided, "the regular quarterly meetings of the World Service Board of Trustees are open to members of the fellowship as non-participant observers." It was the most productive trustee meeting in several years and showed the impact of having selected Greg as the chairperson. He was going to try and get the board to work.

They had taken control of the primary service units of NA and had gotten them to function properly, at least for a while; but the fellowship was growing so fast they would soon fall behind again. Because they were in California it was hard to really know what had been taking place across the country, but the group registrations they received during the year and group up dates to the World Directory showed the speed and distribution of fellowship growth. The fellowship was growing by leaps and bounds. As for the others in California, there was even less knowledge of what had quietly been taking place across the country. Had they known what was really going on, as the next chapter relates, they might have responded differently to the problems of the office and the conference when it began again in 1978. {137}

Chapter Seven (1978-1979)

Just Getting Started!

In some ways the conference of 1976 was only an experiment, and one that failed when it was tried again. Since there had been no one from outside of California at the 1976 conference, it could hardly be called a "World Conference." The fiasco in 1977 was so embarrassing it gave everybody reason for rededication to make the conference work the next time. So when planning for a conference in 1978 began, it was in many ways like just getting started for the first time.

The trustees began 1978 with a meeting on February fourth. Present were: Greg P., Cliff K., Chuck S., Sylvia M., Gloria C., Bill B., and Bob B. The Board addressed a number of sticky issues. A meeting that was not strictly NA had opened an office and advertised its phone number as the NA central office (a trustee is reported to have arranged the termination of this situation). One of the trustees (Dennis McG.) had been elected as the chairperson of his region, and there was some speculation that this might present a possible conflict if it would give him two votes at the upcoming conference. This was not the case, however, and the matter was dropped. They reviewed the guidelines item by item and made some changes, but more work was needed. They discussed a plan by some local groups to collect money to send a newcomer to the Houston World Convention. The trustees suggested this practice was confusing and might detract from the group's ability to carry the message of recovery to newcomers.

Greg gave the office report, as Jimmy was absent due to illness. They also held elections for officers, but in doing so simply reconfirmed the elections held the previous September. Greg continued as chairperson, Cliff K. as vice-chairperson and Lin A. (non-trustee) as recording secretary.

A few days after the meeting, Greg mailed to the Board copies of their guidelines as revised at the meeting. These guidelines would remain unchanged for the most part until 1984. Even though they finally had guidelines, they never utilized them to the extent possible. They were simply not sufficiently funded so they could accomplish the types of things the guidelines allowed. Furthermore they were not {139} inclined to exercise the range of duties and authority they actually had.

Soon after the meeting, Greg sent a letter to each of the regions, and a fair number of others, as part of his continuing effort to maintain a dialogue with the fellowship. He called for additional financial support for the office and the upcoming edition of *The Voice*. He announced the conference dates and outlined the agenda. He also included minutes of the last trustee meeting plus their revised guidelines. Prior to the conference, Greg and Jimmy again spent long hours getting ready. They developed the agenda and Greg wrote all the motions that needed to be adopted.

Jimmy and his office volunteers kept working away at routine office tasks, while at the same time they wrestled with other issues. First, they published an edition of *The Voice*, and used it to herald the conference. This edition of *The Voice* marks the initial issue of a new volunteer with *The Voice*, Lin A. She had moved from upper New York State to California simply to be part of NA. She was one of the more talented volunteers to work at the office. This issue was mailed slightly more than a month before the conference, although it carried a February date. It was a well-balanced edition with emphasis on the conference, yet filled with other items of interest. One article announced an offer for delegates to stay with local members during the conference. This made it possible for some visiting delegates to more easily afford to come to the conference, and many accepted this welcomed offer.

Also announced to anyone who didn't already know, the Eighth World Convention would be held in Houston in September. A report from the Mid-West region announced addicts were being referred to NA meetings after hearing about NA from local radio broadcasts. Equally pleasing was their institutional meeting in a regional center for women and another at a large treatment center in Nebraska that were both

still going after a year. A report about the Pennsylvania fellowship revealed local radio stations were giving NA free air time in the Scranton-Wilkes Barre area where they had a 24-hour answering service manned by members.

A surprising article, in light of more contemporary attitudes concerning clubhouses, said that “the first ‘Survivors Club’ in the San Fernando Valley grew from a need for a place for clean addicts to meet with each other in a setting other than NA as such. . . . Other areas where clubhouses have started are Pennsylvania, Florida, and Northern California.” Within a few years, a barrier was established between the fellowship and these clubs. The membership acknowledged their existence, but refused to mention them in official publications. {140}

In early March, Greg visited Pennsylvania on his way to attend a conference of the National Institute for Drug Addiction (NIDA). NIDA paid for his ticket and he took this opportunity to visit several parts of the fellowship. He was able to visit eastern and central Pennsylvania for three days going to meetings and visiting with members. It was the first time the Pennsylvania membership had seen an NA trustee in the flesh. He was able to attend meetings in each of the three major areas. He was warmly received and learned first-hand what the membership there felt about what went on in California. This may have been the final push that was necessary for the Pennsylvania fellowship to raise the money necessary to pay for their delegate to attend the April conference.

The NIDA conference Greg attended was sponsored by the federal government and they contacted the WSO to send someone. The conference was an “exploratory” conference on non-residential self-help programs. The subsequent report described NA in some detail and very favorably. The conference represented the federal government’s most significant recognition of NA up to that time.

Following the NIDA conference, Greg flew to Georgia (still on the NIDA ticket) to visit Bo and offer encouragement and support for the writing project. He told his story at the newly opened Rising Sun Clubhouse, and again it was the first time a trustee had visited this new and growing part of the eastern fellowship.

The World Service Conference was held in the cafeteria at Los Angeles Valley College in Van Nuys beginning on Saturday, April first. Greg, as chairperson of the trustees, called the meeting to order. After the Serenity Prayer and a reading of the Traditions, the trustees were invited to rise and introduce themselves. Present were: Mark McG., Bill B., Cliff K., Chuck S., Bob B., Jimmy K., Carl B. and Gloria C. A roll call was then conducted, to which representatives of the following regions responded: Southern California, Northern California, Texas, British Columbia, Southeast (Georgia and neighboring states), Midwest Regional Area (North and South Dakota, Nebraska, Kansas, Minnesota, Missouri and Iowa), Pennsylvania, Colorado and the Minneapolis Area. Nine regions were thus recognized. There were nine trustee votes and one for the office.

Greg presided over a confusing, but fortunately brief, discussion about the specific goals of the conference. These were listed in the “Conference Working Paper” that was handed out, but they insisted on scribbling everything on a portable blackboard too. More than anything else it broke the tension and got people in a positive mood, a feeling that they were contributing. {141}

Greg then presented a lecture, more or less, about how the service structure outlined in the *Tree* should work. There was considerable discussion and many questions and after a while Greg offered a motion (from the chairperson it was a little out of order and I quietly told him so). He proposed, “The basic structure of NA as it exists today, including the concepts of the member, the group, the ASC, the Regional Service Committee, the WSC, the World Service Board of Trustees and the office be formally recognized and adopted by this conference.” A voting member rose to state, “I so move” which was then seconded. In short order the motion was adopted.

This motion had been described in the agenda material as “although approved by the Board of Trustees and in general use throughout the fellowship, it has never been formally adopted.” This was an indistinct

reference to the *Tree* and in essence the motion was to adopt *The NA Tree* and the service structure it outlined. The deed was done. It was generally understood they had adopted the *Tree*, although it was not mentioned in the motion. Remembering back to the 1976 fight in Ventura, the approval here seemed unreasonably smooth.

Now that a structure was actually in place and the delegates had a technical justification for being there and voting, business could be conducted. We then worked through a series of motions Greg and Jimmy had crafted. These included accepting the trustees as officers for the current conference meeting, deciding who the chairperson would recognize to speak and vote, and the general procedures for operation of the meeting. They had thought of everything: it was another testament to Greg's organizational skills.

Unhappily, one of these motions, adopted without much serious discussion, came back each year for several years thereafter to virtually explode at the conference, destroying any peace and tranquility that otherwise may have existed. In the minutes, it says, "Prior to any actual vote, a voice vote "yes" or "nay" will be taken to determine if the item should be brought to a vote at the conference or returned to the groups for conscience decision."

There have been two different ways to view this motion. The first interpretation was that the conference could avoid voting to reject or approve a motion by referring it to the entire fellowship and then taking the matter up the following year. As a second interpretation, some felt that it was a signal that no item could or should be voted on by the conference, unless and until each group in the fellowship had voted on the matter first. In the years to follow, the majority of conference participants would elect to use the first interpretation. It was the original intent of the concept of referring a matter for {142} group conscience, to have the conference pause long enough to consider the appropriateness of the decision.

Some conference participants wanted to use the second interpretation. This came to be a voting block of representatives that functioned as a "standing minority." Every time an issue would arise they didn't like, they attempted to invoke this policy and have the matter sent out to the fellowship for a group conscience vote. As often as not, the minority, in using this interpretation, was simply trying to "kill by delay" things they didn't like – a common tactic, but certainly a deceptive one. Truthfully, the majority used this tactic on occasion also, but in most cases it was a motion from the standing minority that had been presented before and resolved to the satisfaction of the majority.

That first morning of the 1978 Conference was a busy one. Motion after motion was proposed, briefly discussed, and decided. Nearly all the motions Greg and Jimmy proposed were adopted. Included were creation of six committees, a decision to elect officers and committee chairpersons at this conference, and that they would serve from the end of the meeting through the next conference. After what turned out to be a good procedural "workout," all the motions that had been considered were then voted on as a complete package and adopted.

After lunch, each representative came forward to give a report about their region. This was followed by Greg who gave a report about the trustees, including a historical summary and a current list of members. They had not added new members since before the conference in 1976, and they lost Jack W. when he died, reportedly of a heart attack while playing volleyball, leaving eleven trustees.

Jimmy came next and gave the office report. He reported income from donations of \$500.00, literature sales \$4,330.58 and a cash balance of \$534.59. Printing expenses were \$3,091.91, and other expenses came to \$2,062.47, which left a balance of \$210.79. He told of sending out 135 starter kits and answering approximately 950 phone calls. He gave a good overall summary of what the office was doing.

After Jimmy's report, elections for conference officers were conducted. Sue I. who lived in the San Fernando Valley was elected chairperson. Tommy B. a resident of Atlanta, Georgia, became vice-chairperson. Lin A. who lived in the San Fernando Valley was elected secretary. Steve B. from Santa Rosa was elected as treasurer. They then recessed for dinner, a meeting and a dance.

Jimmy had suggested that I wouldn't need to return on Sunday morning for the committee meetings,

and I didn't. The committees met in the morning to elect chairpersons and then decide what the {143} chairperson and the committee should accomplish during the coming year. The committees were composed of anyone who wanted to be on a committee. Elected were: Mary L. (Nebraska) to the Institutional Committee; Rick S. (Bay Cities) and Jan S. (Denver) were to co-chair the Public Relations Committee; Hank M. (Bay Cities) to chair the Policy Committee and Mark McG. (Bay Cities) to head the Literature Committee. After the committees finished their deliberations, a general session was held, mostly to receive reports from the committees about what they discussed. There were no motions proposed from the committees adopted in the closing session.

After the conference was over, Lin transcribed the minutes from tape records and mailed them to conference participants. Sadly, the tape recordings of the Sunday general session were lost not long after the conference, and the minutes do not provide information about work done that afternoon. Despite this difficulty, she did a magnificent job. Lin published the minutes of the conference in a special edition of *The Voice* soon after the conference was over. Performance of the various committees, on the other hand, was spotty. Due to the facts that no money was allocated to them, there was little or no leadership from the conference chairperson (and trustees), not much help from the office and even less from the poorly-structured committees. The year was nearly a waste.

The most striking exception was the work done by Mark McG., the literature chairperson. Mark was relatively new to the fellowship, and had only a few years clean time. He was elected chairperson even though there were many with ten years or so who could have been given the job. Nevertheless he was elected and did a great job. His committee had decided to have all the literature then in circulation studied by the committee and any recommendations from them for revision submitted at the next conference.

About three weeks later, Mark held his first committee meeting. There were fifteen people present, he remembers, and they started revising the Little White Booklet. During the rest of the year he held regular meetings, twenty-five he reported at the next conference, but by the end there were only three or four attending each time. The people who participated were from the Los Angeles area, and primarily from the Bay Cities meetings. He remembers that Jimmy was the trustee assigned to his committee, but that Jimmy never responded to his invitations or came to a meeting.

Also absent from Mark's committee was Bo, who was back in Atlanta working away on his ideas for the NA book. He had evolved into a pattern of writing every day and typing his handwritten notes on weekends. He mailed copies of completed pages to Greg about once a month. Greg continued to encourage Bo and spoke to Jimmy {144} about this from time to time. It is not known if Mark was aware of what Bo was doing. Besides, working on a book was not among the things Mark's committee gave attention to, and Bo wasn't interested in editing existing literature.

Mary L. attempted to keep in contact with her Institutions Committee by phone and letters, but since she lived in the middle of the country and no money was allocated for her work, she wasn't able to accomplish much. No meetings were held.

Rick S., the co-chair of public relations, started the year by sending out a letter through the office asking for input from across the fellowship. They sought to develop a "media kit" to help members work with radio, TV and newspapers. Also important was to offer guidelines for phonedines and other public relations practices. He asked for input to be sent to the Sun Valley address, but little was received.

The Atlanta ASC had delayed its April meeting to accommodate Tommy's return from the conference. He reported everything, but seemed to stress the transition that was taking place from trustee control to fellowship control through the conference. He announced his election as vice-chairperson of the Administrative Committee and talked positively about *The Voice*. He also encouraged everyone to help Bo with the book, suggesting that if everyone took a chapter of the manuscript, worked on it, and gave it back to Bo, a lot could quickly be achieved.

Two weeks after the conference, the office board held its April meeting. The central issue was how to expand services despite a lack of money. The needs for more money, better equipment and more help were

each discussed. The only concrete decision was an authorization of funds for a photocopier. Also discussed was the idea of selling “novelty items”: bumper stickers, pens, etc., and Bob B. was given the task of checking out prices. Greg, who was also present, raised the concept of “opening an eastern branch of the office,” an idea he received in letters from the Northern and Central Pennsylvania areas. “Jimmy expressed concern that it might cause a split and that what they were really feeling was the need of a central office (under WSO control). No action was taken on the idea.”

The trustees were to have held their next meeting in May, but only Greg and Jimmy arrived at the appointed time and place, so the meeting was canceled. One of the trustees from those times recalled that, “it was common for trustees to miss meetings during this period. Those who were out of the area almost never attended because their travel wasn’t funded and even trustees in Southern California were often unable to attend. Attendance would be up when a serious issue {145} was to be discussed. But in general, a small core group did most of the work.”

At the Atlanta ASC meeting in May, Tommy gave another report on the conference and suggested they consider submitting a bid to host the World Convention for 1979. It was thought this would strengthen the Atlanta fellowship and make it grow, although they only had eleven meetings. They talked about the cost associated with Tommy being a member of the conference Administrative Committee. Although it was cheaper for him to travel since he worked for an airline, any expenses still came out of his own pocket. The idea of the ASC helping him financially would brew for a while before they began to provide assistance.

As the summer months came and went, Mark continued to have Literature Committee meetings. Although the committee kept getting smaller, he stuck with it. They were not quite through with the *White Booklet*, but soon would be, and would then tackle the pamphlets and *The NA Tree*. While at the same time in Atlanta, Bo was getting a little more help from interested supporters. This was important because Bo had also been elected to serve with Pat S. as co-chairperson of the Bid Committee attempting to bring the 1979 World Convention to Atlanta. It was a busy time, raising funds, putting on dances, having raffles and trying to create interest.

An examination of the reports, minutes and correspondence of the year suggest it was a calm period of time, for the most part. The issues that were to arise from this period showed a shift in adversaries. Jimmy was in full control of the office and his old opponents in the north seemed to have turned to other matters. The new chasm being formed would pit the new and growing literature movement against the office. When the conference adopted the committee system that Greg had written into the *Tree*, it was not expected the committees would meet or work, except at the conference meeting. So when the 1978 Conference Literature Committee made plans to work throughout the year, Jimmy was concerned, but was not really worried very much.

After all, the Office Literature Committee had existed for years and most folks with any time would have told you that the Office Literature Committee was responsible for developing new literature. This was fundamentally what happened in the creation of the *Tree* and the five pamphlets everyone was using. Later Jimmy would even point out that the *Tree* did not give the Conference Literature Committee a duty to write anything, only to gather input. So he could have had, in the summer and fall of 1978, some confidence that he would be given the duty of putting the NA book together, when the time came. {146}

Without having really tried to control the development of literature, it had seemingly fallen to Jimmy to do it when it was needed, first in 1954, then again in 1962, and twice more, with the *Tree* and the pamphlets being the most recent. During the earlier part of the decade there were notices and invitations for people to submit their stories to be put in the NA book, but little was ever received. It was generally accepted within the California fellowship, that when a book was going to be written, Jimmy was going to do it. Jimmy had the most time and was in charge of the office and they had been asking for book input for years. It would have seemed there wasn’t anyone more properly situated to take care of it than Jimmy and the office. Nearly everyone understood this and supported the idea.

Even the work Bo was doing in 1978 was probably not alarming. It was probably not until the late spring of 1979 that Jimmy began to worry. Until that time arrived, he probably just considered what Mark was doing to be an annoyance. And he probably felt that the conference wouldn't vote against him on literature matters anyway. This is the most likely reason he didn't attend any of Mark's Literature Committee meetings.

Jimmy had strong feelings about the things he had written and was unwilling to allow any change. The pamphlet, *Another Look* and the segment of the White Booklet entitled, "We do Recover," were particularly dear to him and would fight to the end to preserve them as he had written them. Mark and his committee were ignorant of Jimmy's connection to them and unaware of the depth of his feelings. They were busily working away doing what they thought was their responsibility to do.

Unfortunately Jimmy was so tied to the daily needs of the office that he did not have the energy or time to actively work on compiling a book. That Greg was encouraging someone else probably began to get in the way of their relationship. Occasionally he did give some support to Mark and Bo, but overall he was cool to suggestions that he give full support.

His better thinking and a little time, once in a while, were invested in trying to show that the Office Literature Committee *did* exist and should remain the authority on literature. In the summer he sent letters to a few people about re-constituting the Office Literature Committee. Unfortunately nothing really came of it and the Office Literature Committee simply continued to exist in theory only.

After failing to have a quorum at their spring meeting, the trustees did better in August. Five of the ten members were present, and business was conducted. Jimmy reported the German translation of the White Booklet was complete, the office tax exemption had been {147} granted, a new *World Directory* was about fifty percent complete, and the volume of work (orders, calls, letters, etc.) had increased one hundred percent in the previous six months. After a review of actions accomplished at the previous meeting (February), they addressed new business. Principally they discussed the apparent inadequacies in the leadership at the group level in Southern California. They were disturbed that ineffective group leadership was hindering the growth of the fellowship throughout the region. They decided to send a letter to each area committee urging them to initiate a training program for group officers.

In August, Greg sent out another one page open fellowship letter. He wrote about the tremendous growth the fellowship had been going through and expressed gratitude for being part of the "exciting period of growth." His other comments mirrored the discussion at the trustee meeting about groups needing trained leaders.

Mary L. sent a letter in mid-September to her Institutional Committee and other interested members. She thanked everyone for sending their ideas and material for the proposed handbook. She mentioned that a number of people suggested a pamphlet also be addressed "to the addict in an institution."

Rick, the co-chairperson of Public Relations (later to be called "PI" or "Public Information"), wrote a letter about this time to Jimmy. He explained that he had given a questionnaire to Bob B. that he wanted published in *The Voice*. He had expected to see it in print by September, but nothing had arrived. He explained that without getting his request for information widely published, his committee could not achieve much of anything. Perhaps not realizing the complexity of the situation, he suggested that if he could get an advance copy of the *World Directory* he could do the mailing himself. And, by the way, he explained, Jimmy could send his answer in care of the Bay Cities ASC mail address, since he was their new treasurer.

Jimmy was determined to keep the mail list as private office property, so sending it to Rick through the Bay Cities ASC was simply out of the question. And Rick's letter had an implied confrontational closing. Jimmy's notes on the letter indicate he tried to call Rick but found no number. He probably just gave up as he had many other things to do as well.

The Eighth World Convention started on September twenty-first at the Shamrock Hilton Hotel. That

they would put on a successful convention in Houston should have been a matter of little worry. Since there were only a few NA meetings in Houston, everybody attended both fellowships and many had prior experience in putting on AA Young People's retreats and similar large events. {148}

"Carry the Message to Houston" was the theme they selected, but many California members felt they hadn't carried the right message. Friday morning, Mike Y. from Littleton, Colorado spoke, and that night Rudy Z. from Alameda, Texas and Pat S. from Atlanta both spoke. The Saturday night speaker was Gene H., from Ashland, Oregon. On Sunday morning, Dee T. (Houston) spoke at the convention's closing meeting.

A business meeting was held on Saturday, but only to establish a voting procedure for selecting future World Conventions and to select the next convention. A lengthy discussion ensued to determine eligibility to vote. Eventually a number of options emerged and then each was voted into oblivion. Finally a procedure was adopted; one vote would be cast by each of the recognized "areas" present at the convention. Thirty "areas" were then recognized. Sixteen of the "areas" were outside of California, thereby putting California on the defensive. Bids were put forward from Southern California; Atlanta, Georgia; Colorado (the city was not specified at the time) and Ashland, Oregon. Following the last bid presentation a recess was called (so each area could caucus and decide their vote) and after a period of time the written ballots were collected. At the banquet that evening it was announced Atlanta was selected by a unanimous vote.

Estimates suggest there were about a hundred and fifty members from California and perhaps a hundred from Texas or other places. Some of the Californians came away with a sour attitude because of the strong AA Young People's influence. A three person team of members from Atlanta went away with a more positive attitude. They had won, and now they had to get to work and put on their first large event – a World Convention. Since they didn't receive any money from the Houston Convention Committee to help get started, they raised their own.

Despite the AA influence, the convention was exciting for everyone, but it was exceptionally exciting for Bo. Besides coming to present the Atlanta bid, he came to meet with Greg to discuss in person the work he had been doing. He met Greg and Greg's wife Lois in New Orleans, at Lois's family home a week before the convention. There they went over everything Bo had accomplished. The week they spent together was very important for both men. Bo had begun to develop the same kind of relationship with Greg that Greg had with Jimmy. Each found in the other a person of like mind, a determination to get an NA book written, and a common vision about how that would be done. During the convention, Bo visited Bob B. and showed him all the work that had been done. Bob was suitably impressed, and Bo returned to Atlanta more enthusiastic. So were his supporters. The number of people attending his area Literature {149} Committee meetings, where they worked mostly on discussing ideas about the book, slowly began to increase.

At the Southern California regional meeting in October, they assigned Kevin F. the duty of scouting out a place for a regional central office. They intended to take over the task of providing literature for all the area committees and groups in the region, and also to have recovery meetings in the same place. They acknowledged defeat of their bid to host the World Convention. Perhaps they understood it wasn't going to return for a long time, so they decided to plan for their own event, the first Southern California regional convention.

Things were taking a similar twist in the Pacific Northwest (Washington, Oregon and British Columbia) when they held, on November 3-5, the first regional convention in Portland at the Cosmopolitan Hotel. It was a fine affair. Bob B. from Los Angeles spoke and he may have been the first trustee to visit that part of the fellowship.

For the second time in the year, a trustee meeting was canceled as only four trustees – Greg, Mel H., Chuck S., and Jimmy – were in attendance. Accordingly, elections were not held, and incumbent officers continued to serve. A special meeting was set for January 1979 for the purpose of conducting elections.

The November *Voice* reported that the conference had been held, but provided no substantial details. However, a letter from Mark sought participation and input on all literature items. He reported the committee was reviewing them for possible revisions, and their work would be up for approval at the next conference. He sought input on them and contributions of other material, personal stories, etc. Also included was a condensed version of the letter Mary L. had sent out earlier to the Institution Committee. Nothing, however, was included about Rick's request for Public Information input. This edition had a strong flavor of NA business, rather than sharing recovery. Seemingly there had not been much received at the office in the way of recovery contributions. An editorial comment sought personal stories for future editions. An important, but tiny message announcing the completion of the *World Directory* was included. The directory had indeed been published, the first in two years. The directory included 367 meetings in the US and 24 in other countries. {150}

AL 1	KY 2	NV 1
AR 2	LA 2	OH
AZ 6	MA 3	OK 2
CA 128	MD 1	OR 9
CO 4	MI 4	PA 42
CT 2	MN 13	TN 7
DE 2	MS 5	TX 15
FL 6	MT 2	UT 2
GA 14	NC 1	VA 3
HI 9	ND 5	WA 6
IL 10	NE 11	WI 18
IA 9	NJ 3	DC 1
KS 12	NY 3	

Other meetings were listed in Australia (15), Canada (3), Chile (1), Germany (1), Guam (3) and India (1) for a total of 391 meetings. The office mail log and income records clearly show a relationship between literature or starter kits mailed and new meetings in the directory. While the office may have been slow to get literature orders out, they mailed starter kit requests immediately. This immediate response was obviously an element in getting new meetings started across the country and a few places outside of it too.

Despite Rick's neglected request for help, he did some communicating on his own, and from the experience of his own ASC, a pioneer in Public Information, he gathered and wrote as much as he could. He was able to hold a few committee meetings with people from the Los Angeles area, and they developed a Public Information kit that they presented at the conference the following spring.

Jimmy called me in November and asked if I would come back in 1979 to help once more with the conference. I was beginning to get used to the hectic and often confrontational meetings, so I agreed.

Near the end of the year, Jimmy prepared a financial report covering the period from March first to December thirty-first: income from literature sales was \$6,385, and group donations totaled \$800. Expenses were less than income, leaving a balance of \$600 with which to start the new year. Principal expenditures were for printing and copying, \$3,316; mailing costs, \$1,059; key tags (a new inventory item), \$654; and telephone, \$624. A small but, as it turned out years later, interesting entry among the printing expenses was payment to a company called Thought Process, for the total of \$87.50. In the following year Thought Process, a print shop half a mile from Jimmy's home, would get a larger share of printing assignments. As the years passed, they became the primary printer for the *White Booklet*, {151} pamphlets and other items. In the 1982 Basic Text printing fiasco discussed later, this company was the culprit.

Also shown was a \$50.00 per month payment for Office Expense. Although not explained in the re-

port, this was the first concession to the inconvenience put upon Jimmy, and his family, for having the NA office in his home. This small stipend was essentially all he received as compensation for doing the work and keeping everything in his house. There was at the time, and for many years after, a suspicion among some that Jimmy was getting a lot of money. But even Chuck S. would later say, “if Jimmy had taken all the money that NA had at the time, he would never even have come close to breaking even.” But the rumor mongers and perpetual antagonists didn’t know the truth or didn’t want to know it, and so the rumors persisted.

Jimmy had continued to record all items mailed and every dollar in sales and donations. Some entries of interest on the sales ledger include purchases made by Hazelden and Comp-Care in February. Although the amounts were modest, both became regular customers. Twelve percent of office sales during the year went to these two organizations. Ten years later, with overall sale volumes many times higher, that proportion would be about the same.

Nineteen seventy-nine was another busy year for the fellowship. The conference was a little better, and a lot of new meetings started.

The year began for the trustees with the special meeting on January sixth, although only five of the eleven trustees listed as members were present. Greg was re-elected as chairperson, Cliff K. as vice-chairperson, and Lin A. (non-trustee) to be recording secretary. The board only discussed a few issues, including the need for the board to be more active and for members to attend trustee meetings and the conference, but no decisions were made.

Sometime during January, Tommy suggested to Bo that he arrange to go to the conference in April. Bo didn’t have the money at the time, and held no elective position that would require his attendance, so he said no. Tommy was persistent and convinced Bo to just allow him to make the reservation. “It could always be canceled later,” Tommy said, “but it would be more difficult without a reservation if you decided later that you wanted to go.” Tommy made the reservation for him.

Out west Greg suggested to Jimmy that they invite Bo to write a letter that could be sent out by the office inviting members to take an active part in writing of the NA “Big Book.” As Jimmy still expected the book would be done through the office, he did not outwardly seem threatened and accepted the idea. Bo later admits he was reluctant {152} to write the letter as he held no official position at the world level related to literature development. He was keenly aware there was a Literature Committee, and he supposed that this kind of communication should be their task. But he wrote the letter as he was encouraged to do, and the office mailed it.

In his rambling way, Bo addressed the reluctance of the average member to become involved in literature development. But he explained it is a pressing need and that if members tried it, they might find it isn’t so hard after all. In a closing sentence, he asked if members volunteering would want to have their name and address known to others who were also working on the book. Over the long haul, the direct communications between Bo and “literature minded people” across the fellowship, and his encouragement of this kind of networking among these people, was the key to his success.

At first, Greg and Jimmy were both of the same thinking concerning Bo’s work. For seven years, the duty to write an NA “Big Book” had been the province of the office (as implied by a trustee action in 1972). Even Bo was expecting to submit his work to world services and have it worked on by others. However, over time, Greg had begun to change his mind. While Jimmy might *talk* about writing the book, nothing got done. And here was Bo, nearly a newcomer, who was serious about getting a book written. True, Greg could see that Bo’s early work would require a lot of effort before it could be used, but Bo’s determination and spirit could make his project successful. Greg slowly moved from covert support of Bo to more open support. In so doing, he probably initiated the painful separation that later took place between Greg and Jimmy.

In the early part of the year, Jimmy filed on behalf of the office, copyright registration papers for *The*

NA Tree, *Narcotics Anonymous* (the Little White Booklet), *So You Love An Addict* and *Another Look*. These were eventually approved by the Office of Copyright and Patents, and acknowledgments of copyright returned to the office.

On the night scheduled in February for the trustees meeting, Greg and two other trustees waited for a while before canceling the meeting because the other eight didn't show up. In a letter from Lin about the cancellation, she announced the next meeting would be held in conjunction with the conference, and requested the trustees to review the proposed changes in their guidelines so a decision could be made at the meeting.

A March edition of *The Voice* announced the conference would be held on April 28 and 29, again at Valley College in Van Nuys. The office published in this edition a lengthy item of input that was described as a feature of the newsletter to be carried hereafter. It was an essay on Step One. The introductory notice invited member input, {153} but again, it did not mention the Literature Committee or the work Bo was doing. In fact, the notice is credited as coming from "WSO Inc. CARENA Publishing."

Near the end of March, Mark M. sent out a packet of information to probable conference participants. This included copies of the revised publications for which they were seeking conference approval; *The White Booklet*, *For the Newcomer*, *Getting Realer* (A Guide to the Fourth Step), *We Made A Decision* (revised), *Another Look* (One Member's Opinion) (revised). Another pamphlet, *So You Love An Addict*, was not being recommended for approval, as the committee felt it was not directed at addicts, but rather toward family members. Also included were revisions to the *Service Manual*. Altogether it was quite an impressive package and gave everyone a lot of work to do before the Conference.

By the beginning of spring, the Pennsylvania publication, *NA News*, was showing its capacity to be a regular newsletter. Since starting the previous year, they had put out a quality publication on a quarterly basis. They reported about meetings and events throughout the state and things their members would need to know. In early April, the Northern California Region published the First Edition of their newsletter, *Main Line*, which carried a front page story about the Atlanta World Convention. *Main Line* became the second regional newsletter to begin regular publication.

Sue I. the Conference Chairperson, opened the World Service Conference on April 28, 1979, as scheduled. Regional reports were given by seven RSRs: Northern California, Southern California, Texas, Midwestern, Colorado, Nevada and Southeastern. Northern California reported having five areas and roughly 35 groups and copies of the *Main Line* were handed out. Southern California also reported having five areas and was considering a regional service office. Texas reported about seven meetings and difficulty communicating outside of Houston. The Midwestern representative told of having their first regional meeting and a campout was scheduled for June. Tommy B. gave the report for the Southeast region indicating that the Friday night meeting Bo S. held each week on the book was getting between twenty-five and eighty people. Their clubhouse was hosting six regular and one marathon meeting a week. The Colorado RSR reported four groups in Boulder, Denver, and Colorado Springs as well as seven meetings in a Boulder clubhouse. Bill K. from Las Vegas told the conference his area only had about ten active members within the two meetings they held.

The reports showed great determination and energy, but they also showed how small the fellowship really was. The *World Directory*, published just five months earlier, showed only California and {154} eight other states with more than ten meetings. This left California with the most reliable service structure. Most of the representatives were actually representing what should have been considered area committees, rather than regions. The fellowship was experiencing very rapid growth and some of these states with only a few meetings in 1979 had two or three times that many meetings within a year.

The office report was given by Jimmy. He told of interest from the military in getting NA meetings started on their bases and continued progress in translations of the White Booklet into German, Spanish, and French. He mentioned that the Federal and State tax exempt numbers had been received and "that these numbers are for use of the fellowship as a whole." This statement was to cause me considerable diffi-

culty when I took over as office manager, and remained a source of trouble long after I left.

The Office financial report showed the following:

Revenues

Starting cash balance	\$210.00
Donations	1,032.93
<u>Sales Income</u>	<u>7,949.94</u>
Total	\$9,193.66

Expenses

Telephone	\$645.76
Miscellaneous	33.93
Mailing	956.57
Office Supplies	1,879.25
Office Expense	1,250.00
<u>Printing</u>	<u>2,850.60</u>
Total	\$7,896.11
<u>Balance</u>	<u>\$1,986.76</u>

Also shown were depreciable assets (\$500), Accounts Receivable (\$500), Accounts Payable (\$225), and inventory (\$1,300). I didn't understand the mathematics in the report then, and still don't.

Greg gave the trustees' report. He told of spending the year establishing their internal guidelines and trying to motivate their members. He also announced a temporary committee had formed, headed by Bob B., to help start meetings on military bases. Serving with Greg at that time were Bill B., Jimmy K., Carl B., Mel H., Gloria C. (non-addict), Cliff K., Chuck S., Dennis McG. and Bob B. For the first time – and what would be the last time for a few years – the trustees invited nominations of members who the trustees might {155} consider for selection as new trustees. Thirteen names were offered, of which two were subsequently chosen by the board as trustees (Sally E. and Hank M.). Hank was not selected until 1980 and Sally was not selected until 1981. Two other suggestions were eventually elected by the conference to be trustees, Steve B. in 1985 and again in 1990 and Stu T. in 1991.

Amy, Finance Committee chairperson, suggested a newsletter should be started to let people know how to handle financial matters. Or maybe, she suggested, the conference ought to set up a "financial kit" to show what other areas have learned. Hank M. reported the Policy Committee had no recommendations, since no policy matters had been referred to them. No report was given from the Institutional Committee. Rick handed out copies of the PI kit they had written on how to conduct Public Information activities. Mark McG. stated the Literature Committee held over twenty-five meetings and sent out fifty packets of literature containing items they had worked on. He handed out those same packets again to the participants.

Elections of officers for the next year were then conducted. Tommy B. was chosen to be chairperson, Chuck G. (So. CA) to serve as vice-chairperson, Faun F. (So. CA) was elected as secretary and Amy W. (Santa Rosa) was elected treasurer. Those elected to committee chairpersons posts were Bryan S. (Bay Cities) to Policy Committee, Bob B. (San Francisco) Institutional, Alan R. to Public Information, Bo S. (Marietta, GA) to Literature, and Sue I. (Van Nuys) to Finance.

The committees met the following morning to consider input and final action on the proposals they were making. All of the committees did quite well, except for Mark and the literature group. At this meeting there were a number of vitally concerned people who had missed all of the twenty-five meetings he held. But some of this new bunch wanted to scrap a lot of what they had done, and strong arguments erupted. This was particularly the case with the White Booklet and things Jimmy had authored. After lunch the reports were given and action taken when appropriate.

Things went relatively smoothly for Rick and the public information booklet. There were a few revi-

sions, and the booklet was adopted. The literature items were more confusing. When Mark presented the recommendations, he finally learned that Jimmy had been contributor of important portions of the *White Booklet* in addition to *Another Look* and *Recovery and Relapse*. There was vigorous debate, after which, as the minutes show, a “motion was then made to accept (the Literature Committee) packet, including recommendations made by committee, as WSC approved literature. Seconded. Carried.” It was later “motioned” that in the packet the I.P.’s and general {156} information be deleted (from the previous action of approval) and be sent back to the groups for comment and final approval by the groups. . . Motion carried.”

Even today it is hard to understand exactly what this quote from the minutes said about what had taken place. The first motion suggests the pamphlets in the packet were thereafter approved literature, while the later motion suggests the material was being sent out for review until the next conference. It is no wonder the fellowship was filled with controversy over literature matters. Indeed, the material was ordered sent out to the groups for a group conscience vote.

As the conference was about to end, Bo was recognized and spoke for a few minutes on the work being done to write a book for and by NA members. Essential to this project, he suggested was “forming Literature Committees all over the world.” This notion was quickly dismissed by most old-timers as a pipe dream. But Bo was serious. Bo was greatly surprised at his election to chair the Literature Committee. It was, at first, not exactly what he imagined it was. The committee had been the most active, but its efforts had been directed toward revisions of existing literature, not on development of new literature.

Bo stayed for two days after the conference was over. He spent an evening with Mark in his home, and Bo received the originals of the literature that needed to be sent out to the fellowship. Some of it had been modified in the Sunday morning committee meeting. There were no other copies. Bo also got all the other literature files to take home. He visited with Greg and Jimmy to discuss literature matters. Sometime during those discussions, Bo and Jimmy talked about the pamphlets to be sent out for consideration. Bo was to later write in his book that he gave the originals to Jimmy who agreed to send them out. However, at the next conference this was hotly contested. But that was a full year away. While Bo was still in Los Angeles, he was warmly treated by Jimmy who even took Bo to the airport to see him off.

Regardless of what Bo later wrote in his historical account of these events, a letter from him to Jimmy at the office dated May 2, 1979, suggests the transfer was done by mail. The second (and last) paragraph reads, “We are passing along the packet from last year’s Literature Committee for publication as approved by the recent World Service Conference. If there are any questions or problems that develop, we would appreciate hearing from you as soon as possible to expedite publication.” Assuming one or the other method of transfer took place, which seems reasonable, it became the duty of the office to mail out the proposed revisions, or return them to Bo for his committee to take care of. During the course of the year, Bo relates in his {157} book, he asked Jimmy in phone calls about when the items were going to be mailed, and he never got a reasonable or clear answer. Eventually he just stopped asking about it.

Soon after the conference, the *Main Line* published its second issue, which contained a brief report on the conference and highlighted the Ninth World Convention. In an editorial comment couched within the report, the *Main Line* wrote, “The office is located in the back of Jimmy’s house, there are no paid workers. It does not take very much imagination to understand that this arrangement is not working. We need an office, and paid workers, eight hours a day, five days a week. Narcotics Anonymous has become too big. Its needs too great.” On a later page, they published the numbers for the federal and state tax exemption with the admonition, “These numbers can be used by the fellowship for bank accounts, post office boxes, and bulk mailing permits, and other functions.” Reading it later made the hair on my neck stand up again.

Jimmy was not really happy about two things in the second issue of the *Main Line*, and discussed them with Bud the editor. He followed this up with a handwritten letter outlining his objections. The important issue was his concern over a statement in which the *Main Line* reported the Literature Committee is “writing new NA literature.” Jimmy was clear to point out, “according to guidelines they (the committee) gather, compile, and put into suitable form input from members who write. Members write NA literature, the

conference Literature Committee performs the above services.” How widely they circulated the letter is not known. But at least they could have realized there was a battle line being drawn between Jimmy’s view of how the book should be written and what Bo was organizing to do.

Even while these exchanges were taking place, Bo cranked up his typewriter, bought some stamps and increased the number of phone calls he made. The communications from him during the coming months were staggering, by comparison to the rest of the conference and its committees. During some periods, he was having meetings weekly and sending out minutes of them. During others he was sending copies of letters to different area literature committees with new work assignments and requests. He was always writing letters and talking with people on the phone.

In what turned out to be an invaluable change, the Atlanta Area Literature Committee, which he had been chairing before he left for the conference, elected Linda G. to replace him. Linda essentially carved out a space for herself in the literature picture, but in so doing became a close ally to Bo throughout the following few years. Whenever Bo needed a tough job done, he often turned to Linda and it was taken care of. Bo could now point to the Atlanta Literature Committee {158} as a distinct entity separate from the World Literature Committee. This was helpful in showing immediate progress.

Fairly soon after the conference, Bo was able to picture in his mind how he wanted to go about getting the book done. First he needed to successfully hold a literature conference in Wichita, a site selected by the conference. It was in the middle of the country and thought to be more accessible to the general membership. He would invite everyone who wanted to participate, generate some enthusiasm among them, give assignments and get a lot of work done. His idea of a mass movement was a radical departure from how things had been done in the past, and old-timers expected the venture to fail. Besides, some of them even felt Bo wasn’t all there, no matter where he was.

Less than two months after the conference, the details of the workshop for October 6-7 were in place. Wichita, whose Literature Committee had volunteered to host it, had arranged for facilities and was raising money to pay for anticipated expenses. Under the leadership of Cliff H. and Annie W., they would have everything in place when folks showed up. They got people to volunteer their homes for people rather than having to pay for hotel rooms. They organized a transportation committee and made arrangements for typewriters and other equipment.

While this was going on, Bo kept meeting with the WSC Literature Committee on a weekly basis. It didn’t seem to bother him that only four or five people from the Atlanta area came to the meeting. They sifted through all the earlier work and helped prepare it for subsequent review by other committees and members. An information sheet was soon developed and sent to each person volunteering to be a member of the World Literature Committee work force.

During the early summer months, area literature committees were formed in Wichita, in the San Fernando Valley section of Los Angeles, and in Scranton, Pennsylvania. Later, committees would also form in Miami and Minneapolis. Bo used the *Main Line* as another way of getting information to his committee and the fellowship at large. In one report to the committee, he suggested they even subscribe to the San Francisco-based newsletter. By devoting so much energy and time to the work, the committee began to grow and members across the fellowship began to take notice. This was the first real fellowship-wide enterprise that the average member might become directly involved with. A Literature Committee roster from July shows members in thirteen states.

While Bo was pushing as hard as he could on the Literature Committee work, there was also the World Convention. As co-chairperson with Pat S. he had to attend those meetings and complete a considerable amount of work. Fortunately there were a lot of {159} people already keyed up for the convention, and the Administrative Committee was well organized. They selected their speakers, arranged for programs and T-shirts, and handled a variety of other tasks.

Despite later criticism of Bo for how the committee worked, the volume of letters and personal notes are testament to his efforts to communicate with others and seek support. It was not long, however, before

his letters began to discuss the financial needs of the committee and the idea of the committee being self-supporting. In his September committee report (his second quarterly), he announced formation of a new committee in Omaha, provided details of the procedure followed by the Atlanta committee and described some of the material he had available for further work.

Greg had been in a quandary all summer. He had a good job and was comfortable in Los Angeles, but he wanted to move his professional life in a different direction. Through phone calls, a visit or two, and some other footwork, he decided to move to Oregon. It came as a great surprise to many, particularly Jimmy. Neither would have admitted it at the time, but their feelings had changed over the prior year. They were drifting apart. But if you had asked them they would both have said they were still close as ever. Jimmy was unhappy with Greg because of his support for Bo's efforts to work on the book. This became more pronounced after Bo became literature chairperson.

Greg was also unhappy with some of the things Jimmy seemed to be drifting toward. Rather than being the same old Jimmy, Greg felt he had somehow changed a little as a result of two hospitalizations and operations to open his carotid arteries. His attitude about some things and some people seemed to have become more unbending and more negative. Greg was probably sensing the subtle shift of a man under pressure who was getting older and was not in the best of health. Rather than finding old acquaintances rallying behind him, Jimmy was increasingly finding more of them "turning against" him.

In September, Greg packed his family with all their belongings and moved to Oregon, near Grants Pass. Not too long afterward, Tony D. and Nancy, both from Southern California NA, moved to Grants Pass as well. The three of them started meetings, organized the Siskiyou area committee, and eventually helped form the Pacific Northwest region. Greg continued to actively support Bo and the work on the book, but his participation with the office and the Board of Trustees decreased significantly.

While Bo and his growing committee were picking up momentum, the office finally felt the need to seriously get into the literature development act too. Sadly, rather than reaching out to be inclusive {160} and bring new participation in the Office Literature Committee, their list of members is marked with deletions. It seemed that anybody who disagreed with Jimmy's view of how literature should be developed was removed from the committee.

In September, another edition of *The Voice* was published. This edition was sixteen pages long (three times longer than any previous edition), professionally typed, and contained primarily recovery material. This may also have been in response to the competition *The Voice* was getting from the *Main Line*, both for subscribers and content.

On a warm September sixth, the Ninth World Convention began in the Atlanta Biltmore Hotel, with a theme of "I can't – We can." For the first time it began on a Thursday, but it was a light afternoon schedule with registration, a participation meeting, and a dance. Friday was filled with meetings and workshops. Shirley C. from Virginia Beach spoke early Friday, and at the evening speaker meeting, Tom C. from Hawaii addressed a large crowd.

Saturday was filled with business – more meetings and workshops. At the bid meeting, a token bid was offered by Miami, but the real push was made by Wichita. They were already in everyone's mind, as they were hosting the literature conference a month later. At the banquet that evening, Wichita was announced as the winner for 1980. Sam H. (Desert Hot Spring, CA) was the evening speaker. Unfortunately Sam was a well-known AA Young People's circuit speaker, and a lot of California people were upset that an NA member wasn't chosen to speak. The following morning, Cheri H. from Grants, New Mexico spoke at the Spirituality Meeting.

During the Saturday morning workshops and the conference business meeting came a commitment by a few members that a special fundraising project to support the office and the literature development process should be undertaken. Called, "Spirit of the 80's," it opened the potential for a closer relationship to the office, better member information about the office, and better service. It could also mean that the money necessary to produce the book would be available. It was a good idea, but it didn't work.

The world service business meeting was chaired by Tommy. Although reports were given by the Hospitals and Institutions, Literature, Public Information, and Finance Committees and the trustees, nearly all of the discussion eventually turned in the direction of the office, its relationship to each committee's activity and the need for money.

For example, Alan R., the chairperson of the Public Information Committee, reported that they felt it was the committee's responsibility to inform "various areas (of the fellowship) of the need to {161} support (the) office, monetarily." This was tied to the need for the office to publish the material the PI Committee was developing, as they had no money to publish it themselves.

During the Finance Committee discussion, the costs for development of the book were brought up. Bo said that the \$10,000 projected cost was way too low and that a more realistic figure is \$50,000. He encouraged all members to make a greater financial commitment. Discussion then drifted to problems some were experiencing with the office. A number of people rose to complain about one failure or another with the office to adequately respond to their needs. Chuck S. (trustee) explained, "that these same problems have been discussed for the past 18 years, but the bottom line was the dollar bill." He pointed out that Jimmy has devoted his whole life to doing things that paid employees should be doing, but that in order to have paid employees and efficient operation, "we must first have additional cash." But adequate funding was still years away.

As the convention was winding down on Sunday, the host committee was terrified to learn that they were going to be left greatly in debt. After checking the figures, it seems they would owe the hotel about \$1,300 after all the money had been distributed. In the closing meeting this was announced and baskets passed around for voluntary contributions. A lot was received, but not enough so the baskets went around again. After the second pass, Chuck S. remembers telling the host committee, "You'll have to eat the rest," suggesting they raise the difference themselves. Later the host committee did conduct several fundraising events and gave all the proceeds to the hotel. The hotel was cooperative and appreciated the committee's diligence. The last of the debt was paid off with profits from the World Convention the following year.

Overall, the convention was a tremendous success, and estimates suggest between 300 to 500 people were in attendance. It was the first major fellowship event east of the Mississippi River. Addicts from all over the eastern states came to the convention. Most returned to their communities all fired up and started new meetings, area committees, phonelines, and institutional meetings.

On Sunday afternoon when the convention was winding down, a bunch of members ended up at the Rising Sun Clubhouse in nearby Marietta. The anniversary of the founding of the clubhouse was that weekend and people always gathered then to commemorate it. Among those present were some who had just been in Atlanta for the convention. Greg P. was one of those people. A lot of discussion centered around the WSO, and nearly everybody was unhappy. Despite Greg's membership on the Board of Directors, he was unable to fully explain why there were always so many problems. Out in the fellowship, {162} far from California, the failures didn't seem justifiable anymore. Somewhere in the course of the afternoon's discussion, Greg began to change his attitude. No longer would he continue to simply make excuses for what the office did. He had become converted to the view that there were problems there and they needed to change. It would be a long time before Jimmy realized his most ardent defender wasn't going to be a defender any longer.

One of those folks to come to their first NA convention was Joseph P. from Memphis. Dean, a California member, was hitchhiking across the country to the convention and had received a ride near Memphis with an AA fellow. As they talked, the AA man thought his friend Joseph might be interested. After dropping Dean off with Joseph, a long talk led him to decide to go to Atlanta too. Jim M., a member from the fledgling fellowship in eastern Ohio also attended the convention. This was his first exposure to "the greater NA." Both Jim and Joseph met a lot of people, but perhaps most providentially they met Bo and Greg. A friendship soon evolved, and they got swept up in the drive to write the book. They would both end up working closely with Bo and for a time each looked to Greg for sponsorship.

The Wichita literature conference began on October sixth as scheduled, and everyone worked at a feverish pace. With only two days in which to get the work done, Bo wanted to use every minute. They began with a welcome meeting at the Ash House, an NA clubhouse. A planning session was then conducted followed by lunch. After lunch, the meeting moved to a building across the street where more space was available and committees could each meet separately.

Bo worked hard to preside over the work and provide general supervision. He kept the members working long hours and never allowed much slack time. Most folks stayed in homes of local members, so they were more of a captive work force. In a post-Wichita letter to Jimmy, Bo reported that forty members attended and “seven workshops discussed each element of our effort and wrote minutes of their discussions. These minutes will guide our efforts through the next literature conference. The workshops dealt with the paper machinery of collecting and reviewing material, the Basic Text, pamphlets, stories, newsletters, financing the circulation of material among local literature committees, and setting up local literature committees.”

Tragically, the notes that were taken during the conference couldn't get typed as originally planned. As weeks turned into months, he still didn't have the minutes. But Bo was patient and kept writing reports without the results in his hands. Finally, in late November, Bo sent a letter to his committee alerting them to the deadline of January 11, 1980, for anything the committee intended to send out for approval at the conference. That letter had been, as {163} much as anything else, a nudge for the Wichita folks to get the typing done.

Writing again later to the committee, Bo showed the extent to which he intended to go to get the fellowship involved. His letter states they intended to send the work compiled at the last workshop to the entire list of NA meetings. Although, because of the time required and the necessity of having another literature conference first (in order to compose the material yet to be received), he suggested it might not be ready until the Conference in 1981.

Bo's use of the *Main Line* had not gone unnoticed or unchallenged. The office had written one letter to the editor complaining, and others had been concerned that the newsletter was losing its focus on the region in favor of world service events. At the October Northern California regional meeting, a motion and discussion resulted in a vote to “give all of the unofficial support it can to the WSC Literature Committee but that the ‘status quo’ be maintained and the *Main Line* remain officially the Northern California Regional Service Committee Newsletter.”

On November third, the trustees held their fall meeting. Elections were conducted, and Chuck S. was elected as chairperson, Cliff K. was selected as vice-chairperson. Lin A. was retained as non-member secretary. They discussed the selection of speakers at the recent World Convention, contending that some were not NA speakers. Another subject was a meeting using the AA *Twelve and Twelve*, but no action was taken.

While the year was coming to a close, a number of complaints were being tossed around concerning the office. One heard as 1980 began, and again in later years, was that Jimmy was spending a lot of time and fellowship money using the office phone lobbying people around the country. Although the accusation was not effectively rebutted at the time, the evidence does not support the accusation. An analysis of the office phone bill for several months during this period suggests the office phone was probably used too sparingly. During November of 1979, a typical month, only four calls were longer than 10 minutes, the longest being 36 minutes. The average call was five minutes long – not much time to do real politicking.

However, he may have used his personal telephone to make such calls, as reliable members have reported having long talks with Jimmy when he called them. Jimmy did like to talk, and the phone was simply another way to have a conversation. And it is true he did frequently give his opinion on matters of fellowship concern. On the other hand, most of those who complained about these long phone calls were themselves known for similar activity. {164}

Since the phone records suggest it was not the office phone number used for most of the long calls, it

seems wrong to condemn Jimmy for spending his money as he wanted to.

On a final note for this year, the office did a lot more business with Thought Process printers. Of the \$10,309 in printing expense for the year, \$4,694 was done by Thought Process. {165}

Chapter Eight (1980)

Growing Pains

If the previous two years had been like “just getting started”— and they were — the next two years were filled with growing pains. People everywhere were feverishly working to start new recovery and service meetings and to fulfill the million-and-one needs and demands of the growing fellowship. Those needs and demands ranged from starting more meetings and holding local dances to handling media coverage and writing a Basic Text. Regions, committees, boards, and individuals were each stretching and growing, reaching to find the limits of their capability, authority, and responsibility. The organizational mobile was being jostled and trying to regain balance as each entity tried to determine what its role was, or what it ought to be. Since no one really knew what or how much to expect from the office, the conference, the trustees, or regions, there was a lot of conflict. Everyone was feeling their way through uncharted territory.

The year 1980 began with another report from Bo. He advised everyone that the committee was going to submit the material from Wichita in the form of a manual, although he didn't indicate how far along he was in getting it composed. He suggested the need for a literature conference “. . . to compose our Basic Text. We feel we'll need at least thirty days.” He may have been thinking of one meeting, but getting members with any “time” to stop their normal lives and spend thirty days someplace and compose the book was unrealistic. But, as it turned out, it did take about thirty days to compose it by committee, but it was done in smaller sessions. He optimistically wrote, “We can present a manuscript to the World Service Conference in 1981. The copies would be sent out at that time.” And he was just about right.

As usual, the *Main Line* came out on schedule with the January/February issue. Also, a new publication, *The Rainbow Connection* from Atlanta, Georgia was being produced each month. Despite the advantages the WSO should have had in the area of publishing a regular monthly or bimonthly newsletter, it was still not able to do so. {167} Regional publications took up the slack as best they could so as to keep the widest number of people informed. In the newest *Mainline* edition, they outlined the idea of “Spirit of 1980,” suggesting everyone join the effort to raise money for the conference and office. They even printed a “wish list” of things the office could use including a \$1,500 computer, a better typewriter and salaries for the manager and a full or part time secretary.” The office undoubtedly resented the success both the *Mainline* and *Rainbow Connection* were having in getting members to contribute articles.

In the middle of January, Jimmy called me to see if I would come to the conference again as parliamentarian. He outlined the expected schedule and said it would be at Valley College. I agreed to be there.

The trustees held elections at their February meeting, and a new member was elected, but not much else took place. Chuck S. was elected as chairperson and Sally E. was voted in as a trustee. Chuck was not a timid man. In his own words, he “came to NA fighting every inch of the way, not to get the program, but against it. And despite of myself, the program won.” This aggressive attitude was echoed in nearly everything he did. A man with a short temper and a “black or white” viewpoint of most issues, he didn't hold back when he had something to say. Chuck would serve as chairperson until shortly before the conference in 1983.

Sally was one of the few women with a lot of clean time who had gained all of it in NA. Her ability to see different sides of most issues led her to be the conciliator in many upcoming conflicts. She took a sincere interest in literature development and worked on the book and other literature projects for almost nine years. She would succeed Chuck as chairperson of the board.

At the end of February, when the annual report was made, they reported the previous twelve months' income was \$4,432 in donations and \$15,295 in sales for a total of \$19,727. Expenses were \$19,579,

which resulted in a net income of \$148. It is hard to comprehend that the office worked with such a tiny budget, and yet it was the largest annual budget so far.

Greg had been gone about six months, and his absence from activities of the trustees and the office began to show. The void had to be filled, and although Chuck S. was a strong person, he wasn't the innovator Greg had been. And on the office side, Greg's influence had been replaced with people of lesser ability and vision. They appear to have been more loyal to Jimmy as a person than to NA as a fellowship, and that eventually led Jimmy and the office into tragedy.

But Greg was not entirely out of the picture. In a letter he wrote to Jimmy in early March, he reports about his investigation of the pamphlet *We Made A Decision* that had been in the inventory since {168} 1976. After a careful reading of the AA pamphlet *This is AA* he asserted that *We Made A Decision* seems to have been directly copied from copyrighted material. I suggest (to the office) that we discontinue distribution and publication of it."

Jimmy took Greg's advice under consideration, but continued to sell the pamphlet. Most likely he concluded that he did not want to make the decision to remove the pamphlet from circulation on his own. That decision was later made by the conference, and the matter was settled.

In March the office published what is unquestionably the best edition of *The Voice*. It was well balanced with service news, a calendar of upcoming events, sharing of personal recovery and letters to the editor. It was also huge – thirty-six pages from cover to cover. Jimmy signed page one as Managing Editor. As a reminder, Jimmy inserted on page twenty-five a reprint from the 1968 edition of *The Voice*, the explanation about what CARENA stood for.

By March, Bo had received the material from Wichita and tried to have volunteers type it, but had not been successful. He checked with the committee and then sat down and wrote out what he believed was the product they had intended to produce. Miraculously it all seemed to fall into place. In what seemed a short time he had prepared a booklet that encapsulated the Wichita discussions. He again went over with members of the committee what he had written, then by late March he was ready to have it typeset. It was then printed and distributed as the Literature Committee Handbook. All of this took time, and it was not until a few weeks before the conference that it was finished and mailed to conference participants.

Tommy sent a small packet of information to the fellowship inviting participation in the conference. One hundred and nine packets were sent to trustees, conference officers and their committees, and various members or committees in forty states. Unfortunately the packet was mailed very late, and in some cases did not get to the right people early enough to enable them to take advantage of the information.

Tommy opened the 1980 Conference on Friday, May second with a moment of silence followed by a reading of the Steps and Traditions. No work was actually done on Friday except introductions and distribution of reports. The following morning, regional representatives gave reports which often included the number of meetings in their region; Hawaii (3), Southern California (distributed their directory), Northern California (53), Oregon, Idaho (3), Nevada (4), Texas, Nebraska (also included Kansas and Iowa), Wisconsin (16), Southeast (the Carolinas, West Virginia and Georgia), Florida (23), Tennessee (included parts of Arkansas, Mississippi, Louisiana and Kentucky) {169} (20), Virginia (9+), West Pennsylvania and east Ohio (60+), and New Jersey (6).

The reports showed tremendous growth and better communications over the year, though communication was still identified as a major difficulty. A functioning service structure existed in each region, though many were new and unstable. Area committees had been formed in a few regions, and most had subcommittees for literature, H&I or PI. Jimmy gave a report about other countries, including meetings in France, Ireland, South Africa, Australia, Scotland, England, Germany, Finland, and Holland. A member also rose to speak of meetings in Spain. There were fourteen voting representatives from regions, up from seven a year earlier. The trustees had ten votes and conference officers and committee chairpersons had nine. The office had one.

The trustee report was given by Chuck S. He reported the board consisted of himself, Bob B., Greg P.,

Mel H., Bill B., Sally E., Jimmy K., Cliff K., Dennis M., Gloria C., and Carl B. Chuck said the Board had fulfilled its duty during the year, but there had not been much to do. A few Tradition violations were reported to them and they were handled mostly by letters.

Committee reports came next, and Bo was first. He gave an overview of the year, apologized for not getting the handbook out ninety days in advance of the conference, and invited everyone to the next literature composition conference. When he was done, he was questioned about the two pamphlets that were to have been distributed for review during the year. He responded that they had been turned over to the office for that purpose. However, Jimmy quickly stated that “the Literature Committee’s responsibility was to distribute these.” Discussion of this misunderstanding was put off until the following day, but it was not discussed again. Bryan S. talked about having drafted internal guidelines for the Policy Committee. Phil P. (acting as temporary PI chairperson) handed out copies of the public information kit approved at the prior conference and available through the WSO. Sue I., Finance Committee chairperson, handed out draft guidelines the Finance Committee had written. Bob B. (San Francisco) gave the report for H&I and indicated they would be adopting the Southern California guidelines. They needed help and financial support to handle the massive numbers of institutions that were wanting NA meetings and panels.

Jimmy gave the office report in which he stressed that 430 starter kits had been sent out at a cost of over \$1,200. The report showed: **{170}**

Income

Beginning Balance	\$1,086.76
Literature Sales	16,535.40
Donations	<u>3,790.89</u>
Total	\$20,913.05

Expenses

Mail	\$1,596.48
Printing	10,308.91
Telephone	1,414.94
Shipping	950.00
Office Expense	600.00
Supplies	<u>6,202.74</u>
Total	\$21,073.07

Also reported were Accounts Receivable (\$2,136.77), Literature Inventory (\$4,000.00), and Depreciable Assets (\$1,600.00) for a net worth of \$7,736.77. Why this report is different from the one given to the IRS is unknown.

The rest of his report briefly covered the range of concerns he wanted the participants to take back to their home areas. He stressed the need to support the office, sending information about new groups, sending changes of address and officers, and getting the WSO budget large enough so that it could adequately serve the fellowship.

After Jimmy finished his report, the conference held elections. Chosen to serve for the following year were Chuck G. (Sepulveda, CA) chairperson; Steve B. (Santa Rosa, CA) vice-chairperson; Faun F. (North Hollywood, CA) Secretary; and Bryan S. (Fountain Valley, CA) treasurer. Bo was reelected as chairperson of the Literature Committee. Also elected were Bob P. (Pennsylvania) to PI, Henry S. (So. CA) to H&I, Phil P. (So. CA) to Policy, and Amy W. (No. CA) to Finance. After elections, the conference adjourned for the day.

The following morning committee meetings were held and then reports were given. I did not attend the committee deliberations, but arrived for the reports. The Administrative Committee began, and they

first addressed the wide range of concerns about the office. Jimmy was asked to respond about qualifications for office directors, their selection procedure, and tenure. Jimmy offered a detailed response. Unfortunately the response was to establish more clearly a battle line between the office and much of the rest of the fellowship. There had been a growing dissatisfaction with the office, as it seemed to be too independent and unresponsive to complaints. Jimmy's response turned the gulf between the office and its growing list of antagonists into an impassable chasm. {171}

Jimmy directed everyone's attention to a *Service Manual* section stating, "that WSO is more of a business than it is part of the fellowship. WSO is separate from NA but works with NA. WSO functions as a non-profit corporation with managers, administrators . . . subsidiaries and the like. One of the subsidiaries is CARENA, our publishing arm. . . We are a legal entity. NA as such, cannot be a legal corporation, but we as WSO Inc. of NA can function that way."

It sounded confusing to some people, and to others it appeared to be deception. The explanation seemed founded on the premise that a corporation owned the rights to publish NA literature, yet the fellowship could have no control over that corporation. The fact that he stated CARENA was the subsidiary of WSO, yet CARENA was not mentioned in the *Service Manual* was evidence enough for many office adversaries of duplicity and lack of fellowship control over the office and literature.

As Jimmy went on, it seemed the gulf was being made wider: "literature that comes out of WSC, that has been approved, comes to WSO. The board, which is also the board of CARENA, the publishing arm, makes sure that it gets published, because that's part of WSO's job. WSO is truly a business." The emphasis on WSO being a business rather than part of the spiritual fellowship was not lost on his audience, and it was repeated across the fellowship for years to come.

Within a few months, the conference minutes had gotten to the groups and had become the topic of discussion at service meetings and over coffee after regular meetings. Was the fellowship going to accept that WSO was an independent company, and that somehow it was getting control and ownership of NA literature? No financial report was presented for CARENA leading many to speculate that perhaps CARENA was in some way making money from the publishing it did for WSO. It appeared to many that a hidden corporation was, or might be, making money from NA, and no one could get details about it. Many believed that Jimmy was in fact getting money from CARENA.

As I listened to Jimmy's explanation at the Conference, I too became puzzled as to why this convoluted arrangement existed. I was aware of how normal non-profit organizations did their publishing and it was much simpler and within the control of the membership. I felt this was a strange way for any organization to do business, and I was quite certain that his answer would incite controversy.

Perhaps more importantly, Bo and his Literature Committee members could not help but take note. They were in the process of gathering information about the meaning and interpretation of the Traditions. And to get, right from the most authoritative source, such {172} a clear enunciation of where the office did or did not fit into the structure was no doubt unnerving. The Literature Committee was in the middle of a monumental effort to produce a Basic Text for NA, and the office, which would ultimately publish and distribute the book, was asserting itself as separate from, and not beholden to NA.

A little later in the meeting, an input item from a region suggested that the "WSO remain in Southern California until such time that WSC, by two-thirds vote, suggests or recommends that the business of NA can be better implemented in a new location." The response by Tommy was, "that we have no control over that . . . the WSO, Inc., is a separate entity and a business all its own. We cannot tell them to move. He stated that this issue was not a part of this conference." To me, this response sounded like another brick was being put in the wall that separated WSO from NA. But some force of inertia took hold of everyone, and the matter was left alone at the time.

After a brief report on WSC finances, Bob B., H&I chairperson, stood up, and in his usual demonstrative manner, bellowed out his report. It included a recommendation that H&I cans (for member contribu-

tions directly to H&I expense) be approved for separate collections at any NA meeting. Reaction was mixed as many saw the value of giving H&I a secure funding source, but many felt it was unfair to other needs. If the policy was approved, it would set H&I aside from the money allocation system then in place. Many felt other committees would suffer, as fewer funds might be available. When the talking ended, the conference voted to approve the “H&I can” policy. Bob, jubilant in his victory, raised his red-covered can, and shaking it loudly, proclaimed “Okay, you M.F.’s here’s your first chance to put your money where your mouth is!” and started it around the room. This was, for the next few years, a key element of fellowship growth and for carrying the message into hospitals and institutions.

Sue I., finance chairperson, proposed adoption of the guidelines her committee had developed. Concern was raised about a provision that would require groups to send ten percent of their money to WSO. This was modified to suggest that “each NA meeting donate any excess funds over and above operational expenses, be sent to WSO through its normal channels” Adoption of this was immediately followed by questions from the Northern California representative, Steve B., about how their “Spirit of 80’s” donation (approximately \$1,400) was going to be spent. A clear answer was not given then, as the matter was deferred until later. When it was discussed, the Northern California delegate was informed that the money was going to be kept by the conference and not passed on to the office. A little irony existed in this response, as he had by then been elected {173} conference vice-chairperson and had a voice in the distribution of that money.

Bo then gave his Literature Committee report. He asked for and received authorization for a second literature conference. Lincoln, Nebraska was eventually selected as the site. He also proposed, and the conference approved, creation of a review committee within the Literature Committee. By the twists of fate, the Literature Committee elected Doug F. to be its leader. Doug was Jimmy’s surrogate on the committee and Doug would become Bo’s implacable enemy. When Bo presented the *Literature Committee Handbook* for approval there were some changes made, but approval was overwhelming. This handbook became the foundation for member participation in the literature development process for a number of years. This was a key source of support for Bo when he needed it.

Consideration was given to changing parts of the Little White Book, which was still the principal literature that explained NA philosophy. The edition then in publication had been changed over the years, but it had been sent for copyright registration just a few months earlier. By copyrighting it, the conference was told by an office spokesperson, the White Booklet could no longer be changed.

I observed an interesting trend emerge from discussions about changing the White Booklet. Many newer members and particularly members far removed from the people whose stories were in it, showed they were less emotionally attached to it, especially its grammar and use of terms. Long-time members and those with a direct link to people whose stories were in the booklet were strong advocates for leaving it alone. This issue would again become a hot topic in 1984 and 1985.

A similar situation then arose concerning the pamphlet, *Another Look*. Suggestions for changing it had also been considered by the Literature Committee, as well as by Jimmy, who wrote it. He had suggested to the committee in writing months earlier some changes he thought were appropriate. As part of the discussion, it was advanced that, “*Another Look* is not only a man’s personal story but it is copyrighted material and therefore it cannot be changed.” The argument that copyrighted material could not be changed was false and should have been dismissed. However, this argument came back again and again over the years. Unfortunately, none of the participants seriously challenged the office assertion that no change could be made. Simply reminding themselves that standard publications, like dictionaries, are changed each year and are also copyrighted could have helped end this confusion. Since at that time it was not my responsibility to inject myself in discussions of substance, I did not say anything. {174}

The need to remain true to a person’s story was a matter that should have been discussed separately from the copyright issue. While it was true the fellowship became the owner and publisher of such personal stories and could, by virtue of that ownership, change anything it wanted (it took years for this legal right

to be properly understood), keeping the “truth” of a person’s experience was another matter. It seemed proper to keep the facts of a person’s story just as they related them, but using generalized terms, such as “drugs” instead of “pot” also seemed appropriate, and later became an accepted practice.

After all the discussion on *Another Look*, the conference voted to approve the piece in its entirety, including the changes. The approval was not really that easy, as there was a protracted argument after the vote over what constituted an acceptable margin of approval. I did my best to help, but the issues touched raw nerves, and neither side was willing to accept any decision that did not reflect their own views. The Literature Committee had also worked on the *Service Manual*, although their efforts were restricted mostly to reorganizing it rather than editing it. They proposed a few modifications, one of which was to change the name to, *Service Manual of NA*. The reorganization and name change were accepted, but most of the modifications were sent back to committee for more work.

Bryan S., chairperson of the Policy Committee, presented his committee’s proposed guidelines for adoption. They were quickly approved. This was followed by an important discussion concerning the use of non-NA literature in meetings. Because of the lack of literature on the Steps or the Traditions, members in many groups were using literature from AA in their meetings. Discussion of this issue eventually led to a decision that any group that used literature that was not NA-approved would be dropped from all NA directories. This effectively closed the door on using AA literature in NA meetings. It was understood that any member may, in their own personal lives, read anything they want to. Following on the heels of this discussion was a proposal to decree that members could not, as they identified themselves in meetings, say they were “members of Narcotics Anonymous/Alcoholics Anonymous.” Action on this was avoided by having the matter tabled, but it would come back two years later in a movement to change NA terminology under the banner of “NA purism.”

As the conference neared its end, it took up the matter of deciding how much money to allocate to the trustees and each of the conference committees so they could accomplish the work they promised to do in the coming year. The treasurer announced that requests totaled \$2,350, but the conference only had \$1,267. Two lines of thinking appeared in this discussion. One was based on the sound {175} principle of approving only what you have or know you are going to get. The other was the idea of approving a deficit budget and forcing everyone to come up with more money. This argument was to become a fixture of the closing hours of each conference for the next ten years.

The treasurer suggested that the conference keep a reserve of \$500 for next year’s conference, give \$500 each to the Public Information and Literature Committees, and give \$100 to the Institutional Committee. This was approved, but nothing was said about finance, policy, trustees, or the Administrative Committee. Seemingly they were expected to get their jobs done with no financial help from the conference. Frankly it was an impossible situation, and resulted in several committees doing almost nothing. When a committee actually accomplished something, it was because somebody in the committee had means to sacrifice the money and the time to do it on their own.

Chuck G., as the new conference chairperson, was in a good position to foster harmonious relations throughout world services. He was also on the WSO board and saw some of the trustees regularly. However, he was not in a position to effectively control Jimmy’s perceptions and reactions to events. Therefore, when problems arose at the office, or between Bo and Jimmy, Chuck was not really able to avoid confrontations.

Chuck is a very steady, methodical, and low key individual. Back when he first took to heart the First and Second Steps, he did so without reservation. As one of those people who allowed the Steps to become the basis of his life rather than just words he remembered at meetings, he became one of the most visible examples of what NA is all about. People who met him for the first time, and those who had to work under him were struck with the fact that this was a man who truly lived the Steps.

However, his tenure as Conference chairperson had one defect. He did not believe it was the providence of the chairperson to tell the committees what to do. Consequently, several committee chairpersons

simply went to sleep on the job and nothing got done. It was not until his successor took over that the role of the activist conference chairperson was exhibited.

Soon after the conference, Bo put the machinery into high gear to prepare for the Lincoln, Nebraska literature conference to be hosted by the Mid-America Region. An invitation was extended to everyone in the fellowship. A ten-dollar registration fee was to be charged in order to help meet the expenses, although the Mid-America region was expected to come up with more money on their own, which they did.

Bo took every opportunity to seek member participation in the book project. For example, a member from Portland, Oregon wrote to {176} inquire about the propriety of members reading AA literature at NA meetings. He did redirect their inquiry to the trustees, but rather than simply letting it go at that, he wrote about the need to help write NA literature. Bo had a unique way of being involved in a conversation on one subject and before long getting around to talking about writing the book. Certainly without this single-minded determination, the book would not have been completed when it was.

The *Main Line* continued to provide assistance to Bo. In the March/June issue, material submitted to Bo's committee was printed with the notation to send comments or new material directly to Bo at his address in Marietta, Georgia. Bo even wrote a letter to Jimmy in July asking about how *The Voice* was coming, as an issue had been promised in 1980 but had not yet been made. Bo acknowledged he was using the *Main Line*, yet offered material for *The Voice* too. He wrote, "... a lot of members felt I had favored the *Main Line* with more material. If you need material, please let me know. As more and more members get involved with literature, we'll have enough to fill three monthly's, God willing!"

Bo was being pragmatic, in that the *Main Line* was keeping to a more punctual publication schedule and had a much larger mail list. He was also trying to be diplomatic with Jimmy and not alienate him further because he was aware of Jimmy's unhappiness with Bo using the *Main Line*. Jimmy had even written a letter to the *Mainline* criticizing them for printing things he thought should be done in *The Voice*. Bo's offer to send things to be printed in *The Voice* was genuine, but nothing came of it.

An important event took place in June when the First East Coast Convention was held at Bucknell University in Lewisburg, Pennsylvania. This convention was a multiregional affair, as the fellowship was still too small in all East Coast areas to have a convention just for one region. This convention, like the Atlanta World Convention, was to have an important impact on the fellowship for many years. People in isolated NA communities came and found hundreds of addicts from neighboring states. They traded numbers and addresses and began to communicate. It was an important step in bring together the fellowship along the eastern seaboard.

Bo was one of those attending the East Coast Convention, and was roped into holding an impromptu literature workshop. It didn't take much rope. It did, however, excite a lot of people, and more volunteers were "hooked" on helping write the book. It was an administrative coup that Bo learned was a great thing to do. After this, whenever a convention wanted a literature workshop, he would do his best to be there or have one of his lieutenants there. It was easy to see that the more often you brought the work to where the people {177} could easily get to it, the more they wanted and the more they would support it.

The trustees held a meeting in July, but there was little to do. After receiving a report on the office, they voted Chuck G. in as a new board member. Bob B. was asked to draft a letter to go out with the minutes of their meeting stating their opinion on the use of non-NA literature at NA meetings. This was the first time the trustees took the opportunity to express their opinion on the issue, since the conference had taken a strong position on this earlier. Bob wrote the letter which politely admonishes members to use non-NA literature only in their personal lives, not at NA meetings. Seven members present for the meeting were Chuck S., Bob B., Cliff C., Jimmy K., Mel H., Sally E., and Chuck G.

Bo spent the summer months concentrating on having things organized for the Lincoln literature conference. The Lincoln host committee was lining up places for people to stay and equipment for the meeting, and was hard at work raising money to pay for everything. Money was in critically short supply, but the need was also critical. In a move echoing an addict past, five members of the host committee (Dave K.,

Jim N., Sam J., Rich H., and Ray) went down to the blood bank and sold a pint of blood each. They pooled the proceeds and used it for postage and other essentials. Thinking about it fifteen years later, one of them recalled he would have done as much to get drugs, so doing it that time to save his life and possibly others made sense.

Other fundraising events included dances and passing the hat during the conference. A mostly vacant building was secured as the location. They agreed to rent a copy machine from a local AA guy, and he donated a lot of paper. Members volunteered to have people stay in their homes and drive people to the meeting. A few weeks before it was to start, they were ready in Lincoln.

The Tenth World Convention was held in Wichita at the Broadview Hotel, starting on September fourth under the slogan of “The Ties that Bind Us Together.” Nearly three hundred twenty people registered, but there were a lot of others too. A participation meeting got things started on Thursday, which was followed by a disco dance. Friday night, in what was becoming a big event at conventions, an auction was held before the meeting. It proved to be a fun time and raised a lot of money for the convention. After the fun subsided, the director of addiction services for the State of Kansas, Dr. Loren Phillips, offered an official welcome. He was followed by both Jim N. (Lincoln, Nebraska) and Gina H. (Nashville, Tennessee) as they shared the podium for the main meeting. {178}

There were nearly four hundred people on hand Saturday night to hear the Honorable Robert G. Knight, Mayor of Wichita, offer a welcome and who was then followed by Russ C. of Norman, Oklahoma and Bob B. sharing an NA message of recovery. On Sunday morning the podium at the spirituality meeting was shared between Julie W. (Wichita, Kansas) and Father Phil K. (Kansas City, Kansas). The host committee, under the joint leadership of Dennis E. and Julie W., had done a magnificent job. They even ended up in the black financially. Some of the money was given to pay off the remainder of the Atlanta debt and some was used to support the literature conference.

In the words of trustee Chuck S., “the last two conventions (Houston and Atlanta) both used AA Young People’s circuit speakers; if they had another one at Wichita, I was never going to go to another World Convention. I was surely pleased that finally we had NA speakers at the convention again.” Motorcycle Ed remembers that the city had an eleven o’clock curfew (strongly enforced) and the main center for getting drugs was across from the hotel. From the podium and at the marathon meeting held during the entire convention, there was much discussion about the fledgling NA community attempting to take root in New York City. It was still illegal, members were saying, to hold meetings there, because the “Rockefeller Laws” prevented “known drug addicts” from congregating together.

The only business to be conducted at the Saturday morning service meeting was selection of the next convention site. Several bids were presented, including a token bid from Milwaukee. But the one that took the day was Miami.

When the convention was over, a few carloads of people got on the highway, headed north, and arrived at Lincoln, Nebraska for the literature conference. Jim N. had arranged to use portions of the old Federal Building from September eighth through the fourteenth. The first floor was mostly vacant, and upstairs were some social service agencies. With this much room, several committees would meet simultaneously. Thirty-five people showed up, and Bo brought along the material he had written as well as letters and personal stories from hundreds of people. In all, Bo reports, there were probably eight hundred pages of material to work through. Bo later described the experience this way: “From the moment the early arrivals gazed into the empty hall in the Federal Building, it was apparent that this was the time and place for the fulfillment of a dream. Men and women, who had little or no previous acquaintance of one another, embraced each other readily, eager to enjoy what each had to share.”

Among those present were trustees Bob B. and Greg P. They offered background and perspective, including a discussion of the historical context of the work within the growing fellowship. When the {179} work began, the majority were from Nebraska (Jim and Donna N., Sam J., Mark, Bill, Doug, Neil and Mike, to name a few) and California (Dean, Henry and Nona), with a few from Georgia (Hank, Ed and

Linda) in addition to Bo. Joseph and Jolene from Memphis and George from Philadelphia were others from more distant places. As the week went by, others came from Ohio (Jim M. and Ralph A.), Kansas (Cliff, Vickie, and Tom). From far away in British Columbia, Walter J. arrived to help, along with more from Nebraska (Dan and Dave K., Maura and Glen S.).

Bo's October report describes the workings of the meeting best: "Ten working chapters were established; *Who Is an addict? What Is the NA Program?, Why Are We Here?, How It Works, What Can I Do?, The Twelve Traditions of NA, Recovery and Relapse, We Do Recover, Just for Today, and More Will Be Revealed*. Members present felt that this would marry the existing literature with the new. Content from the articles in the White Book was also used to establish parts of the chapter outline for each chapter. After the headings were agreed on, the material was sorted into the different chapter headings by content. When it was obvious that this was nearing completion, a new workshop was opened to establish topic outlines for each chapter. When the sorting was complete and the topic outlines were finished, material under each topic heading was separated by clipping and pasting up in order by group consciousness."

The committees also added material to the cut-and-paste input when there was an abrupt change of subject or when the subject needed expanding. Bo also reported, "This material is being typed up in 'we book form' to constitute a rough draft for literature committees to work on. Packets will be sent out over the next four months. . ."

They had concentrated on what is now the first part of the Text, leaving the personal stories to be worked on later. It became obvious as the week went by that the work was far from completed, so they decided another conference was needed. They could have waited until the spring World Service Conference to get permission, but they correctly guessed the fellowship was now so solidly behind their work they could just about do what they wanted. Rather than wait for permission, Bo accepted Joseph P.'s offer to make arrangements in Memphis for a workshop during the week of January 31 through February 8, 1981. This was later accomplished and confirmed by letter.

What Bo's report didn't say was the people worked nearly round the clock. He had them working in teams, some worked days, and others worked nights. Often they would just keep working, get some rest, and then go back to it. Food just seemed to show up when people needed it. And the few members with more time and a little money (like Bob and Chuck from California) kicked in a lot. Another {180} sizable contribution was made by a local member who sold his Harley and used the money to help defray the costs. Such was the commitment of members who came to the workshop.

Bo and Greg fit well as a team as they visited with the smaller work groups, offering ideas, helping with concepts and organization. Both also spent time reading and helping with the compilation of the work each group assembled. For those who were there, it was a spiritual experience, a work of harmony, purpose, and openness.

When it was all over, copies were made of the material assembled for each chapter and mailed to different literature committees across the country. These committees had volunteered to retype the pasted-up and handwritten material so it was presentable and readable. Unfortunately, Bo's letter, which accompanied the material, was not clear, and the project actually took a setback. The typing would have to be accomplished later.

The office board held a meeting in October, and although minutes of many meetings of this period no longer exist, minutes for this one do. They report that Jimmy was absent on other business and the board took this opportunity to decide to compensate him at the rate of \$200.00 per month for office expense and storage, as the office was using more of his home and the expenses for its operation were exceeding the \$50.00 they were already paying him. They also discussed the lack of volunteers and the need for a word processor (still a new and relatively rare technology), but they took no specific action to remedy either problem.

By the fall of the year, the level of work required to simply handle the routine tasks — recording new meetings, answering letters and processing orders — was becoming more than Jimmy could handle alone.

Many people called their orders in to the office. Rather than take each call when it came in and talk to the person, Jimmy would frequently let the answering machine record the order. This meant he had to listen to the tape over several times in places to get everything written down correctly.

The trustees met on November eleventh, with eight of the ten present. Chuck S. was reelected as Chairperson, and Mel H. was elected co-chairperson. Again there appeared little for the trustees to accomplish, as their minutes show they only received a brief report from the office and then lamented that their letter from the summer about the use of non-NA literature had not received wide distribution in the fellowship.

In a mid-December progress report on the book, Bo told the fellowship, "The main thing that has happened since the October letter is that the pasted-up material on Chapters Two through Ten have been mailed out to eight cities." Not yet willing to admit the idea of {181} farming the typing out to different cities wasn't working, he went on to say, "We also attempt to call each city (committee) involved every Saturday. We hope this telephoning will help the members working on chapters to pull together and view the other cities as resources only a phone call away. The basic task is for each city to bring their chapter as close to completion as they can then submit it for review in other areas. . . Chapter One is gradually yielding to our efforts. The only difficulties we face now are technical. We have plenty of material." Always conscious about needing money, he reminded everyone that more was needed, and he cited the generosity of the Marietta fellowship that had raised and sent three hundred dollars to Memphis to help with the upcoming workshop.

Bo's letter didn't address the expectations he was putting on the Memphis conference. He knew it had to be a long workweek, and he needed to work them twenty-four hours every day. Joseph, who had become his most reliable assistant, knew this and took the lead in making it all possible.

The Saturday phone calls were an important step in trying to keep the work moving along in each of the cities where committees had volunteered to continue working. Not only was it confirmation that others were depending on these committees, it was also a signal that help was always just a phone call away. Bo also used the calls to assess what, if anything, was actually being done in each city.

About the time his report was mailed, Gina H., who had accepted a key role in hosting the conference, sent a letter announcing details of the Memphis meeting. It was set to take place on the campus of Memphis State University. Dorm rooms on campus were made available, as were the homes of local members.

As the year came to an end, the office was nearly left out of the picture. Back in California, they continued to work away at filling orders, sending out starter kits and keeping track of new meeting registrations. The office had continued to use Thought Process Printers during the year by channeling nearly all printing to them. The financial report given to the conference several months later showed \$9,678 in total printing expense, of which Thought Process received \$9,410. However, the office report was based on their accounting year (March to the end of February) and the figure of \$9,410 comes from adding all bills with a 1980 date. There is likely an error factor in this, but it would not be much. {182}

Chapter Nine

Open Conflict–1981

Conflict had been simmering for several years beneath the surface among the various service boards and committees of World Services. It was especially evident in the relationships between the office and the literature movement and also between the office and some of the trustees. In the early months of 1981, conflict opened into a pitched battle. The office was both aggressor and defendant. Unlike past battles, which were usually resolved by personal diplomacy among the trustees, these conflicts were persistent and growing. From them sprung permanent adversarial camps that would engage in open conflict for more than ten years.

As the year began, the office board held its regular meeting with Jimmy presiding. Jimmy reported “because of the number of people who have been sick and the increase in mail, we are behind again; we are going to try a new way for a while.” He said the money flow was fairly steady, and “We have started to set aside as much of the donations as possible toward new equipment.” No other actions were taken. The only directors present were himself, Betty and Chuck G. Phil W. was there as a visitor.

These minutes give no indication, but something happened between this meeting and the next one that set the stage for two years of struggle over the office. The office and trustees became focused on this conflict, and seemed oblivious to the work being done on the book, which was quickly moving towards completion. Looking at the records years later, it appears that Jimmy was getting pressed from all sides and not getting the kind of help he needed. The corporation only had five directors, including himself and Betty. Greg lived in Oregon and Bob was busy with other things. This left only Chuck G., and he was also chairperson of the conference. Jimmy decided to put more people on the board, people who he knew would give him unqualified support.

Chuck G., conference chairperson, with help from Faun F., conference secretary and office board member, made the arrangements with Valley College for the spring meeting. In January they composed an agenda and mailed an invitation to known regions, conference {183} committee members and the trustees, leaving everyone plenty of time to make their arrangements. Chuck, much like his predecessors, had not been in communication with the various committees. It was common in those days for there to be no communications between the conference chairperson and the committees between annual conference meetings. The general attitude was that committees did what they were supposed to do on their own. Sadly this allowed some committee chairpersons to fade away and have nothing happen for the entire year. This changed after the conference in April of 1981.

Bo sent a positive letter to the committee in early January announcing they had worked on chapter one and were satisfied with the results produced through the technique they had earlier agreed upon. The chapter was just then being retyped, and if it still looked as good as he thought, he was going to send it out to the full committee in review form – an example of what they wanted done with the other chapters.

Bo mailed Chapter One on January twenty-first. His cover letter asked members to review the material and complete the review form sheet. This sheet was to be an informal ballot on the chapter to give the committee an indication as to whether or not they were on the right track. If not, the form provided a means for the membership to give advice as to the direction the committee should take. Because it was distributed too close to the January 31 Memphis meeting, the committee had almost no response on chapter one to work from in Memphis.

The Memphis literature conference was held on schedule at the Richardson Towers dormitory of Memphis State University from January thirty-first to February eighth. The initial participants came from nine states and were treated to gallons of coffee, long hours of work and lots of hugs. More than thirty

people were present at the start. More came and went over the course of the week. At the opening, two goals were stated and became the hallmark of the conference: 1.) “Complete final draft of the Narcotics Anonymous Big Book , 2.) Submit literature to the World Service Conference in Sun Valley, California, two months prior to May first.” After some discussion, work assignments were given out and everyone suddenly got busy. Each day they would have a progress meeting to review what had been done and to plan ahead.

At the second day’s progress meeting, Bo made what turned out to be a provident decision. He asked each person to call back to their home area and get one member of their local committee to accept calls every day and to pass on the information from those calls to others. He also asked them to get the home groups to gather money to help pay for things they needed, such as paper, envelopes, coffee, etc. {184} As the conference went along, the appeal for money broadened. They were to ask for money, lots of money, so they could publish the draft and mail it out to the fellowship. Their effectiveness can best be judged by the substantial support they had received by the time the conference neared its end. Afterward this fund-raising success was touted as an example of how closely they worked with people all across the fellowship.

They also brainstormed in this meeting about the best way to proceed from here. They voted to work on one chapter at a time, in two groups, with each taking a different section of the chapter. Then they began to work. Reading each sentence, each line, and each paragraph and discussing, discussing, discussing. When there was any doubt or question they talked about it. It was slow at times and fast at times. Though the work was at times tedious, the members were open with their feelings, mindful of the importance of the task at hand. Gradually the work began to flow.

Within a few days, the first cycle of revision was nearing completion, and they had produced very little material on the Traditions. Bo called Greg, who had been unable to attend this meeting, and they decided that they needed to use the material that Greg had written about the Traditions. Greg assembled his material, and late at night he dictated what became the basis for chapter six over the phone. It was a long phone call, about six hours as some recall, with all the typing and reading back of what Greg said.

Each chapter was discussed every day at the progress meeting, and everyone was given opportunity to offer their opinion on its status. Slowly, as concerns were addressed one after the other, the work began to go more smoothly, with fewer reservations voiced about each chapter. Pretty soon Chapter One seemed okay. Then chapters three and four were put to rest, and so it went day after day.

As the week went on, they became confident they could get the work done at this meeting. Perhaps the next critical problems could also be overcome. They faced a deadline of getting the draft mailed in twenty days, and it was going to cost an estimated \$6,000. On day four at the 3:00 PM progress meeting it was decided they would mount a campaign by phone to raise the money. Calls began, and the money was promised, and some was sent immediately. Bo felt a lot of money could be raised in Atlanta, so he dispatched Linda G. to try and raise some of it in person. Bo called Jimmy to discuss the need for money and to request a mail list of every group in the fellowship. Jimmy explained the office didn’t have the money and refused to hand over their mail list, suggesting that the Literature Committee might already have a better list than the office. {185}

Why the matter of money and mail lists was not discussed in advance with Jimmy and the trustees is not known. For a project so significant, it seems strange, in light of how the service boards and committees worked in later years, that this aspect of the project was not assured in advance. Bo, in his book, does not explain what they were thinking in the months leading up to this critical moment. The interviews I later conducted with the trustees of that period also seem to show the same thing: no one recognized that some communications should have existed between Bo, the office, and the trustees about printing and distributing the book.

It may be remembered that Bo had been burned, in his opinion, for trusting Jimmy to mail something for the Literature Committee some years earlier, and this may have influenced them to do the mailing on their own. But certainly there could have been more thought, effort and planning put into getting a mail list

and money from the fellowship further in advance.

By day six, Chapters One and Two were done. Chapters Three, Four and Five were in need of final review or just a few revisions. Chapters Six, Seven and Eight were still in various stages of editing and retyping. Chapter Nine looked in final shape, ready for typing, but Chapter Ten was still at an early stage. All the personal stories had been reviewed, and those most likely to be included were noted. More stories were promised by mail and the phone, so there was no roadblock in that area.

And money was starting to come in. Area committees, groups, and individuals were all sending money. A copy of the first chapter was sent by express mail to Jimmy who immediately read it. He was quoted as saying it was enjoyable reading. Although they were now confident of getting the book done at this conference, it had been obvious for several days they needed another working session before the World Service Conference. Nolan W. from California made some calls and then volunteered to organize it in the Los Angeles area. He initially thought of having it in the Sun Valley area (near the World Service Conference perhaps) but it was finally held in Santa Monica.

At the business meeting on day eight, Joseph reported only \$1,100 had been received, along with another \$1,700 in pledges. They needed more in order to start printing. The work was nearly complete; only Chapters Seven and Ten remained.

Finally it was finished. The work came to an end. Well, almost. In a report sent in February, Bo announced the work had been completed with the money in the bank or on the way. He said they were having another literature conference in California just before the World Service Conference. "If, at the end of the WLC4, the members present feel good enough about the material, the Literature Committee {186} will present the material to the World Service Conference . . . for Conference approval. If the World Service Conference approves the material, no further changes will be allowed and there will be nothing else to do but publication of the First Edition."

There remained two problems: the first was to finalize the mail list, and the second was to print and mail the book to all the groups. Since the office would not release their mail list, it had been decided to call every known meeting and make their own mail list. Roger T. recently arrived from Louisiana and who had been doing a yeoman's job at typing, was assigned that task. Over the final days of the conference and after it was over, he was on the phone constantly until an adequate mail list was ready. When he couldn't find the NA meeting in a town by using the information in the World Directory, he often called the AA folks in the town and got their help. When the work was winding down, Roger moved along to Marietta and stayed with Bo for some time. There he continued tracking down groups by phone and helping with the aftermath of the conference. His typing skills were also very handy.

As for the printing, assembly and mailing, several members stayed behind in Memphis and worked just as hard over the following weeks to get this done. As the pages were printed, they were arranged in stacks and when the printing of a section was complete, they were collated and set aside. When the last section was collated, the complete book was assembled and packaged for shipment. The first copy was mailed to Jimmy by the committee "in sincere gratitude for all his years of help and selfless devotion to NA." Bo received the second copy and Greg the third. All the review form copies of the Basic Text were mailed before the sixty-day deadline. The review form has become immortalized by the name applied because of its cover, a light gray. The Gray Form has become a prized document that many hold dear to their hearts.

One thousand two hundred copies are reported to have been produced and approximately a thousand were mailed to groups at no cost to the group. The rest were sold. Joseph produced a report later in the year that showed the income and expense associated with the production and distribution of the Gray Form books. Bo and his army of volunteers had truly performed the second miracle of NA.

But miracle had turned to tragedy in Bo's personal life. As he described in his book, "Bo had come home to an empty house. The utilities had been cut off and his wife had moved into her parents' home with the children. There was nothing he could do but pick up his lettering brush and try to make a little money.

The marriage was irretrievably broken. One too many pretty girls had run up to him for hugs that went a little beyond fellowship affection.” {187}

When the trustees met in February for another brief meeting, they received a report from the office that the Internal Revenue Service had been there and found no problems. They discussed the book draft that was being worked on at the very time the trustees were meeting. They had learned of the need to raise \$6,000 but took no action to support the call for money or get the WSO to cooperate.

On March ninth, the office Board of Directors met and dismissed Greg and Bob B. from their positions as directors although neither name is mentioned in the minutes of the meeting. This action is reported by describing, “Two members of the board have shown little or no interest in the affairs of the World Service Office Inc., for the past two years and one member has been absent from the state for approximately the same length of time, those present felt it incumbent upon them to make some changes for the benefit of WSO, Inc., and the fellowship at large.”

There was a legitimate issue to the removal. The office actually needed hands-on work and supervision from the directors. If that had taken place, fewer problems would probably have arisen. But it was wrong to have removed them without notification that such action was going to take place. And it was equally unfortunate that the replacement directors were of lesser caliber than Bob and Greg.

In recognition of the controversy that might occur as a result of their removal, and for the benefit of bringing more volunteers onto the board, Betty K., who had been serving as a director and treasurer, resigned both posts. A “musical chairs” series of elections then took place as Chuck G., who had been on the board was elected to fill her position as treasurer. Elected to fill the vacancies thus left as board members were Doug F. and Fawn F. Also added as new directors were Phil P., Phil W., and Jerry P.

As soon as he was notified, Bob started calling other trustees and the consequence was a move to have them reinstated. A special meeting of the trustees was set for April eleventh to discuss the matter. Readers might keep in mind that at that time, money was not provided to officers of boards and committees for travel expenses. Greg lived in Oregon and couldn't afford to attend the periodic meetings. It was common practice during this time, however, to also use proxy votes in order to accomplish “technical attendance” at meetings.

It is my opinion that Greg's removal was a retaliatory move because of his support of Bo and his efforts to develop the book. Bob's removal was probably done to make Greg's seem like a routine procedure of getting rid of those who showed no intent to participate. It may have been that Jimmy learned that Bo had turned to Greg for explanation of the Traditions rather than NA's most senior member. {188}

To have ignored Jimmy as the source of this portion could not have failed to be a source of resentment.

When Chuck S. heard about this during a phone call from Bob B., he decided to call Jimmy and work it out. He immediately called Jimmy and said he was bringing himself and his wife over so the four could go out to dinner that night. While they ate, Chuck later recalled, “I told Jimmy, he was probably right in taking them off the board. But the way you went about it was wrong. If you'll call another meeting, invite Bob and Greg, and then vote them off again, that's OK.” Chuck didn't say what Jimmy's response was.

Even while that was going on, another blow to the office took place. It was probably galling to Jimmy that Bo and his workers had called every group they could locate to get addresses, and then in April they encroached right into the duties of the office. In a letter dated April second, that Roger T. signed for the Literature Committee, he wrote, “In order to assure that future Literature Committee efforts do not face the same problem with mailings we propose to publish our mailing list for future reference. This list will also be made available to other committee chairpersons for their mail efforts. In addition, this mailing list, after further verification and some updating will in effect become a current World Directory.” The closing paragraph reads, “Second only to the book, the request most frequently received from you has been the cry for a World Directory. If the questionnaires are returned promptly, a World Directory this summer will be possible.” The return address on the letter and forms to be returned was Bo's home address in Georgia.

Even if there had been no conflict between Jimmy and Bo in the past, this was more than enough to

cause total war. Here was the Literature Committee announcing that it was taking over one of the jobs identified in the *Service Manual* as a responsibility of the office. The office could not simply sit back and ignore the invasion of their responsibilities.

In the meantime the office board met again on April third and all eight directors were there. Also present was Bill B., a trustee who they proceeded to elect to serve on the office board with an effective date of April twelfth. Jimmy announced he was stepping down as President of the office board due to health reasons and Phil P. was elected to replace him. The board voted to elect Jimmy as Executive Director, a position without description or explanation of rights and duties, but the title usually implies considerable authority.

In a memorandum, dated April eleventh and signed by all eight office directors, the trustees were invited to meet with the directors jointly that day, but restricted their offer by stating they “extend the opportunity to you to make comments of any nature concerning the {189} running of the World Service Office to the Board of Directors at any time in *writing only*; (my emphasis) and it will be reviewed, and if it is found pertinent to our business, it will be taken care of at our next regular business meeting . . .” I was surprised when I learned of this affront to people they should have been working with harmoniously.

As though the battles already being fought were not enough, another one burst upon the office board. An accusation was made on April seventeenth in a letter from the Bay Cities ASC to the other area committees in the region accusing the regional chairperson, Doug F., who had been put on the office board in March, of attempting to allocate regional funds to the WSO by way of a vote by telephone rather than waiting for a meeting. The strongly worded letter uses such colorful terms as “dishonest, deceitful, and outrageous” with respect to their charge of attempted manipulation to get phone vote approval. This controversy was happening at about the time of the trustee meeting, but not early enough to get the matter to their attention for that meeting. However, it did make it to the agenda of the office board on April twenty-first.

The trustees had their special meeting but the office didn't send a representative, although Bill who was then serving on both boards was present. Chuck S. read a letter, from whom is not noted, that stated a motion may be brought to the floor of the conference “to withdraw the power entrusted to the world service board” and in effect moving to replace all the directors. There was considerable discussion during which it was decided that four suggestions would be presented to the office board:

1. The old Board of Directors (those who were members of the board prior to the action taken (dismissal)) be recalled and reverse the decisions made, with discussion and a re-vote taken.
2. Each new board member be nominated at the World Service Conference then be voted and approved by the existing board.
3. The new members be selected from the various regions.
4. An advisory board be set up by the various regions to facilitate communication between the board and the membership of NA.

Throughout the discussion “it was repeatedly stated by each trustee that Jimmy K's hard work, sincerity, and dedication to the office is greatly appreciated.

The four suggestions from the trustees were more than the office board was willing to do, but they might do part of it. About the veiled threat in the letter read by Chuck, the office board probably took it as a sign he was an enemy just like Bo. The office board met two days later on April thirteenth. After getting reports about the trustee meeting and their recommendations, the directors took two actions. They voted to revise the bylaws to provide for eleven directors and to {190} hold a special meeting eight days later (April 21, 1981) “for a determination to be made as to whether they (the two dismissed directors) will continue to be board members.” Both dismissed directors were sent a letter, forty-eight hours in advance of the meeting, inviting them to come and denoting that absence will be construed as voluntary resignation.

When the meeting was held, both Greg and Bob were present and the dismissal was revoked. However, a motion was immediately made “that the enlarged WSO board remain as is with those officers being: Phil P., Doug F., Chuck G., James K., Fawn F., Jerry P., Henry S., Phil W., and Bill B.; and that Bob B.

and Greg P. remain on the board as advisory members.” The motion was adopted on a vote of four in favor and one opposed and soon thereafter the meeting adjourned.

About an hour later, probably after Bob and Greg left, a second board meeting was held with the new directors at which several decisions were made. A letter was to be sent to the elected regional representatives announcing they would be considered advisory board members to the office. Letters were to be written to the southern California fellowship explaining what had taken place and attempting to calm fears and resentments. The letter to the regions was sent, but not until April twenty-third, which was too late to ameliorate antagonism that existed and would be displayed at the conference.

There was a shift taking place within the office. Jimmy seemed to be attempting to step into the background and concentrate on getting work in the office done. He seemed to be trying to get the new directors to be out front and handle the conference and conflicts that arose. And they did. But in so doing they took a very hard line attitude against criticism directed at the office. They closed ranks behind Jimmy and became his defenders and protectors. It may have been a natural and positive thing in their eyes, but it also hardened the attitudes of many members against the office. Another result of the fight was the complete termination of a public relationship between Jimmy and the trustees. Jimmy had been a trustee since they were formed and worked with them pretty closely. To so suddenly cut off a relationship that had existed for so many years was very strange. He continued, however, to maintain a personal relationship with a few of the trustees.

In early April, Bo sent a report out to the fellowship about the progress of the book and his expectation for the Santa Monica meeting. He was pretty definite in suggesting the book was ready for publication. Near the end of the third page of his long letter, he writes, “Furthermore, I urge that arrangements for immediate publication of the First Edition be ready May 4, 1981.” {191}

Bo and the Literature Committee members arrived in Santa Monica to start work on April twenty-sixth. There was a consistent group of about thirty-five participants involved in the detailed work but about thirty more came in from time to time. This conference used the same procedure as before, except a lot of the Californians had a reluctance to working all night, so most of the work was done during the day. A few Californians with considerable clean time came to this meeting, which changed the tenor of things a little. Perhaps the most important factor was that the California membership was now taking this project for real. With all the progress that had been achieved, key California members began to support the effort and participate. Trustees Chuck and Sally were clearly committed to participation and attended as much as they could. Another important addition was Sydney R., whose participation in subsequent literature conferences and in literature matters was to last long after the book was approved.

There were moments when discussions became more technical than had previously been experienced. Despite the subtle shift in tenor, the work continued and important improvements were made. When the week was over, considerable progress had been achieved, but the book was not done. And one night a lot of the material left in the typing area was stolen and never recovered. It was a painful blow, one that caused suspicion and anger in a body of people that had been devoid of those emotions while they worked. It had to be recreated and since the work was not done anyway, another literature conference was needed. As the committee broke up and most headed for the World Service Conference meeting in Van Nuys (fifteen miles away), Jim M. made arrangements by phone to secure a school in Warren, Ohio for the next meeting.

Chuck G. opened the 1981 World Service Conference at Los Angeles Valley College on Friday May first. In the roll call, nineteen regions were recognized, (an increase of five over the previous year) along with seven trustee members, a representative of the office and nine participants from the conference officers and committee chairs. For the first time there were more regional votes than the combined votes of trustees, WSO and conference officers.

Reports from the regional representatives were given, after which the meeting recessed for the day. Most regions reported considerable growth, yet admitted great difficulty with getting organized. Meetings

were starting in many places, especially with aid from treatment centers.

When Saturday morning work began, it started with Bryan S., the treasurer. He reported a balance of \$738. Money allocated to the H&I Committee was never spent, nor was the money for PI, whose {192} chairperson had told Bryan, “that they would not be needing any funds as they had not come up with any substantial ideas as yet.”

Bill B., in his role as office director gave the WSO report. He gave a balanced report on the range of services provided. He said the office had purchased a cassette tape duplicator and was now selling speaker tapes. The financial report showed the office to be in a reasonable financial condition, considering the size of the fellowship and practices of the office.

Income	
Literature Sales.	\$26,450
Donations.	4,614
Total.	\$31,064

Expense	
Printing.	\$9,679
Telephone.	1,529
Shipping.	3,703
Rent/Storage.	2,250
Supplies.	5,886
Miscellaneous.	2,401
Total	\$24,447

Net Income	\$5,616
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The report also revealed cash assets of \$2,903, Receivables of \$4,700, Literature Inventory of \$3,600 and equipment depreciation of \$1,364.

Bill also handed out copies of the letter announcing that each regional committee chairperson would automatically become a member of the Advisory Board of Directors to the office. The letter went on to make a heavy appeal for money to be donated to the office. The letter cited both the financial need and that some regions were reportedly known to have large sums of money simply being held. These regions were admonished to send the money to the office where it would benefit the fellowship as a whole. This appears to be a direct response to the success the Literature Committee had been achieving in getting money.

A second letter was also distributed; it was a somewhat rambling attempt to vindicate the office in the face of “untrue and erroneous” stories. It then went into a further defense against charges of poor service which was followed by a plea for money to help the office operate. Overall, I felt that both the content of report and the manner in which it was delivered did more harm than good. {193}

Chuck S. gave a report for the trustees after introducing the other members; Bob B., Chuck G., Bill B., Cliff C., Jimmy K. (who was not present), Carl B. (also not present), Sally E., Dennis McG., and Greg P. In the substance of his report the only issue addressed was the recent conflict within the office board. He reported the issue had been over the removal of the two office directors at a meeting when they had not been informed they were going to be removed. Chuck stated the matter had been resolved,

Reports from three conference committees showed almost no activity; H&I, Finance and PI Committees. Bo made up for those shortages, by first thanking nearly everybody who had helped with the committees during the year then sharing the credit for Literature Committee progress with the membership at large.

The serenity began to fall away when Bryan questioned the propriety of Phil P., the office board president, allowing his vote to be cast by another director. Phil explained that since he already was a voting participant because of being chair of the PI Committee, the board decided to have Jerry P. represent the

office. This embroiled the conference in a debate on alternates voting rights and proxy voting rights. The matter was temporarily resolved when Chuck S. put the conflict into perspective saying, “One vote, more or less, was not going to ruin NA.”

Among the first actions accomplished was the selection of officers for the coming year. Steve B. (Santa Rosa) was elected chairperson; Bo S. (Marietta) vice-chairperson; Cindy P. (Topeka) secretary; Joseph P. (Memphis) treasurer; and Bob R. (Los Angeles) Policy Committee chairperson. Bob B. (San Francisco) was returned as H&I chairperson after a year off while the committee didn't do anything. Larry B. (Santa Rosa) was elected as PI chairperson, and Bryan S. (Fountain Valley, CA) was elected to head the Finance Committee.

In what turned out to be a surprise, Roger T. was elected as chairperson of the Literature Committee. The committee had nominated Jim M. from Ohio, who had been with the book project for a long time and was part of Bo's inner core of workers. Roger was nominated by someone from Southern California (probably to throw a wrench into the committee's work) and Roger decided to stand for the election even though the committee had recommended Jim. In a surprise to all, Roger was elected. This was not popular among the committee members and was the seed of discontent that bloomed later in the year.

The general session began with committee reports. Procedurally, committee deliberations still consisted mainly of reviewing and responding to “input forms” that had been addressed or assigned to them, that had been submitted by conference participants. This was {194} not a practical method of operation. The “input forms” might contain questions or offer suggestions, or frequently they just conveyed a member's opinion. A few of the input items originated in the region or area committees of the participant who wrote them out. More often the input items appeared to come from the participants themselves as a means of pursuing their own concerns. While many of these were legitimate issues, some were hand grenades tossed at their real or imagined adversaries. During committee deliberations, these input items were discussed and any conclusions then reported to the conference when the committee report was given. The focus put on “input” items controlled the attention of the committees and used much of their time, hence preventing them from giving consideration to the problems they wanted to address. This concept also removed the duty of committee chairpersons to use their own brains and figure out what the committee should do. So, when a committee had responded to all the input items assigned to them at the conference they could go home after it was over, thinking they had nothing to do the rest of the year. And little got done by those committees.

It was my opinion at the time that this procedure was unproductive and kept the conference from addressing the important issues it faced in a systematic manner. Unfortunately, the few conversations I had with NA leadership at the time on this subject produced no changes. I pretty well had to stick to preventing procedural nightmares, trying to keep the motions in reasonable form.

The first report was from literature and they had a lot of input forms to respond to. Bo started the report but Roger helped at various points. The two important discussions related to approval of the book and accounting for money raised by the committee while they were working on it. The question about money was a legitimate one. The committee had raised substantial sums of money but an adequate accounting of the funds had not been made. The various workshops had each been managed by the host fellowship and not controlled by Bo or the committee's treasurer. The extent of their fundraising was unknown and lack of reporting was a source of suspicion among those in world service. Estimates place the amount they raised at between \$30,000 and \$45,000. Several reports that accounted for some of the money were published later, but the uncertainty remained.

There were efforts during the Literature Committee report to force the committee to prepare a financial report. However, in true conference style, when the committee began to look bad enough, they began to look like a victim and the conference “backed off” and let the matter pass without pressing home to a firm conclusion. This happened quite often in conference confrontations throughout my time with NA. {195}

The committee did not directly address the question many wanted an answer to. The committee had

been projecting the book would be finished in a few months. There had been hope, from many, that the committee would finish the book and then offer it for sale themselves. The incoming chairperson, in response to discussion on this issue assured everyone that the committee would follow the procedure for literature approval in the service structure. While this response implied the committee would return to the next conference with a book for approval it was not clearly stated.

There was some discussion about holding a special meeting of the World Service Conference during the year to authorize distribution of an approval form of the book. Although several alternatives were considered, no action was taken. The committee wanted something done, so when the book was ready, it could be distributed rather than waiting until the next regular conference meeting. Unfortunately they didn't push hard enough, and the idea simply died. Input forms addressed to the Literature Committee took a long time to wade through, as more than fifty percent of all input forms were for them. A lot addressed internal operation of the composition process, offering suggestions or criticisms. But a fair share addressed money and reporting.

Bo was questioned about copyright of the material and if he had in fact filed a copyright registration on the book. The conference minutes report his response as, "Bo stated that it had been copyrighted *pro forma*, (my emphasis) so that no one could just snatch it up. *Bo also added that the book belongs to the committee that is working on it.*" (Again my emphasis) I did not understand what "pro forma" conveyed; you either filed or you didn't. This was not clear and became a minor issue two years later. Bo's assertion that the book belonged to the committee, I thought at the time, should have been challenged, but no one took the opportunity.

Larry B., newly elected PI chairperson, took to the podium after literature matters were over. There were only a few items for them to address and in a few minutes he was finishing up by announcing their budget proposal for the year. They asked for one hundred dollars! It was a demonstration of how little money there was in those days but also how little work the committee intended to do.

Consideration of H&I matters took only a few minutes. Henry, the Outgoing chairperson, responded to the input forms, but it was obvious that little had been done. He explained the need for H&I activities was enormous, but the committee lacked financial support and volunteers. His successor, Bob B. (San Francisco) changed this over the next few years. {196}

When it came time for the office to respond to input forms, Bill B. stepped to the podium. The first issue was an input form from someone suggesting that the Literature Committee produce the World Directory. Bill's response was clear and authoritative. The service guide gave that duty to the office. Since no one rose to make a motion to change the *Service Manual*, the matter passed. Nevertheless the Literature Committee continued to maintain their mail list and kept on tracking down meetings. They didn't produce a directory and although Bo claims they gave the list to the office, directors then with the office claim they never received a copy.

A number of arguments quickly arose. Responding to a question about copyrighting NA literature, Bill stated, "... copyrights are in the publisher's name, CARENA, a subsidiary of the World Service, Inc."

This reinforced statements made the previous year by Jimmy. The next question touched on how literature is published by the office and drew this response, "literature input goes to the WSC Literature Committee, or the World Service Office, or to *The Voice*. Here at the WSO, it is reviewed by the WSO Literature Committee and printed in one of *The Voice*'s issues or kept for future use. In answer to your question regarding the book, the finished copy goes to CARENA and through usual channels to the printer." His response to these questions clearly showed how tough the office was going to be on such issues and defensive about office decisions.

A later question asked why the office did not list the Literature Committee handbook for sale on its order form since it had been approved at the prior conference. Bill's response was "the handbook was available from the WLC. We are not a literature writing organization, although it sometimes seems that way. Our main purpose is to carry a message of recovery to the addict seeking recovery, not to develop a litera-

ture publishing company.” Of all the confusing responses given to input forms, this was typical. In essence he was suggesting the Literature Committee produce and sell service literature. While at the same time he was suggesting the office was not interested in writing (or even assembling it might seem) the book or similar recovery literature. The answer was at complete variance with what they had for years said the Office Literature Committee was doing. A lot of people were confused by this response.

At the end of the office report two resignation letters were read, one from Jimmy and the other from Bill himself. Jimmy wrote, “due to the unconscionable actions of some members of the Board of Trustees on a personal level and the mistrust, division and disunity engendered by the same, within the fellowship, I submit my resignation on this date; 4/27/81.” Before an audible reaction had set in, Doug F. read a letter from Bill B., “I hereby resign as a member of the Board {197} of Trustees because I refuse to do business with deceit and dishonesty . . .” Bill B.

Immediately after this, the trustee report was started by Chuck S., who was quick to state, “The Board of Trustees will gladly accept William B.'s resignation, on whatever conditions he likes . . .” and continued on with his report. He was silent on Jimmy's resignation. The first input item Chuck reported on generated an attack on the trustees in general and several individually. A trustee was accused by Doug F. of having tried to unseat the chairperson of a region (himself) over the alleged attempt by him (Doug) to raise money from the area committees in the region. This was a response to the letter from the Bay Cities ASC charging that Doug had tried to manipulate the areas into giving money to the office about a month earlier. It degenerated into a nasty argument. After a while, the conference sidestepped the confrontation and went on with other business.

In the space of fifteen minutes, the level of rancor and outrageous expression reached a pitch that I felt should never have been heard at this level of service. The individuals involved in these squabbles were among those with the most clean time in the fellowship. Then, and even later when I better understood about recovery, I was puzzled as to why these things happened. I had the mistaken notion that as people attained, say, ten or more years of recovery, they learned to overcome the pettiness that had been reflected in this confrontation. I was to discuss this anomaly a lot in later years.

The last trustee issue was to announce the list of nominees they had from which they might select future members. Eleven were listed, and eight would eventually serve on the board. Someone, in response to the sudden announcement of Jimmy's resignation, rose to nominate him too. Chuck's heartfelt response was referenced in the minutes: “Chuck stated that he hoped that in a week or so, when Jimmy came around to his senses, he would reconsider his resignation. Chuck accepted the nomination, but stated that as far as he is concerned, Jimmy does not need to be re-nominated because he's still on the board. He added that NA needs Jimmy, just like AA needed Bill W.”

As the conference was moving toward closing, the Policy Committee went through its input items. Phil P. read the first, which was a suggestion to take away the vote of the office manager and assign that vote to the office board. While this was being discussed, Jim M. (Ohio) put forth a motion to make the office a subcommittee of the conference and have its directors elected at each year's conference. This opened a direct and revealing discussion of whether or not the office could be controlled by the conference.

About half of the representatives were passive and noncommittal. The trustees seemed to {198} be divided. This left the battle between the office and a minority of the conference. The opposition tried to show inconsistency and unwillingness to submit to the desires of the conference. Each point they raised received an answer that supported the contention that the office was beyond the control of the conference, was an outside issue, and yet was a protected extension of the fellowship. Jim's motion was defeated. He and the other office adversaries left the conference angry and frustrated.

In response to a question about Nar-Anon meetings being shown on NA meeting lists, Phil suggested this was inappropriate, which immediately drew a motion which said “that no outside enterprises be listed in the meeting directories.” The motion carried, and slowly over the following years, service committees began to terminate this practice and forced Nar-Anon to fend for itself.

The conference came to an end with the normal last minute discussion of budgets. As usual, there was money allocated for phone calls (about \$50.00 per month per committee) and a little for postage. No money was allocated for travel by committees, their members or for renting equipment or space for meetings or other essentials. Most committees were expected to get their jobs done without substantial financial assistance of the conference treasury. The Literature Committee got the largest allocation, but their conference funding was only a tiny part of the money they would use in the coming year. Frankly it was an impossible situation and led many trusted servants to using so much of their own money that it caused domestic troubles at home and frequently to divorce. And finally, with a few parting shots, the conference came to an end.

Even while the conference was going on, Jimmy was busy working in the office. There were still orders to get out and visitors in the house a lot of the time. But it was all about to change. Just a few days before the conference started, an office space had been leased by the WSO for the first real office in more than five years. Located about a mile from Jimmy's home, the storefront space was in a commercial center, sandwiched between a flower shop and a Chinese takeout restaurant.

After the conference was over Jimmy and his crew moved all of the literature, desks, the filing cabinets, and miscellaneous office equipment, out of his home. This included most of the archive records, but not all of them. None of the office equipment was new and the work areas were hand made from various found or donated items. An old television cabinet served as the counter for outgoing shipments for more than two and a half years. A phone was installed a few days later and the office was in operation. Over the following months a few ancient Army surplus desks and file cabinets were {199} added. Later a few secondhand (and unstable) metal shelves were put in place for storing literature.

Jimmy came to the office every day, usually late in the morning after getting the mail at the Post Office a block away, and stayed much of the day. People came by at all hours simply to be in the new office and he'd put them to work. His friends came often and the office directors came regularly too.

In the evenings, often as not, Jimmy would come back to the office to work a little longer. The answering machine was on nearly all the time. He would listen to the incoming calls and if it sounded like a twelve step call, he'd pick it up. If it was about a literature order, he would frequently ignore it for the moment, look up the order and return the call later. Subsequent directors meetings were held in the office.

The trustees met a week after the conference for their regularly scheduled meeting. Six were present until, as the first item of business, they elected Hank M. as a trustee. They reviewed the actions taken by the office directors pursuant to the trustee letter sent before the conference. They were generally satisfied and decided that something needed to be done to bring a reconciliation between the boards, for the benefit of the fellowship. The resignation letter from Bill B. was read and they voted to accept it. The letter from Jimmy was then read and they voted to reject his resignation. Despite their refusal to accept his resignation, Jimmy never attended another trustee meeting. Discussion then turned to expanding membership on the trustees, particularly with out-of-state members. A list was drawn up with nine names. Over the next five years, all but three would be elected to the board, either by the trustees, or by the conference when they began electing trustees in 1983. In order to facilitate attendance at trustee meetings, particularly with possible out-of-state members, it was decided that one meeting should coincide with the conference and another with the World Convention. The next meeting was set for Miami at the World Convention.

Steve B. turned out to be a little different than his predecessors as chairperson of the conference. Not long after being elected, he made a few calls to Chuck, who preceded him, and Jimmy at the office. He knew Jimmy pretty well and wasn't an enemy. He asked Jimmy about what he should be doing as chairperson. He also got around to talking about the different committees and the office too. He didn't get full satisfaction and after a few weeks went down to Los Angeles to visit Jimmy. While he was there, he began to sense that some things just weren't right. He wasn't sure exactly, but he came away with a bad feeling and real discouraged. Steve returned to Santa Rosa thinking he should be doing a lot more than conference {200} chairpersons had done in the past. He began to have periodic phone calls with different committee

chairpersons. He remembers it may have been Bob R. or Bo or Joseph who got them started, but they went on through the year. He also made calls to trustee chairperson Chuck S.

During the year several conference committees tried to accomplish tasks generated at the conference or selected by the people involved in the committee. Bob B. and his Hospital and Institutions Committee spent most of their efforts on two projects. They assisted regions and areas to form new H&I committees. Secondly they helped H&I committees to get meetings started in jails, institutions and hospitals. Most of this was accomplished by phone with follow-up literature mailed when it was available. Bob, his committee, and the army of H&I workers across the fellowship took to “shaking those cans” at every NA meeting and event. They generated a considerable amount of money. This was then used by the H&I committees to purchase literature from the WSO, or local literature committee, and given out free at H&I meetings.

One of the perplexing questions that needed resolving arose from this practice. In some places, the new H&I efforts were meetings started within hospitals or treatment centers that charged considerable patient fees for the treatment. The propriety of local members giving their money to purchase literature to be given free within these programs began to be questioned. Many felt these “for profit” ventures should purchase their own literature and the free literature given out only in jails, institutions, or programs where the inmates or patients were not paying to be there.

Another issue that Bob and his committee had to contend with was the actual definition of an H&I meeting. In those days some meetings were started within institutions and treatment centers but were subject to control by the staff. Sometimes the staff conducted the meetings themselves. Often, outside NA members could not enter the facility to attend the meetings unless cleared by the staff in advance. Many voices complained that meetings should not be conducted by staff, but should be run by the members themselves and when possible with guidance of outside members.

H&I committees were constantly being asked by patients about the propriety of staff members conducting their meetings and either making notes of things the patients said (and then using that in treatment discussions later) or having staff members “tell” the patient how to deal with what they spoke about as soon as they finished speaking. Frequently the professional staff was misusing the NA meeting concept to accomplish their own treatment needs. Whenever possible, the committee helped resolve these issues on a one by one {201} basis, but it was a never-ending job. What they needed was a publication that talked about all these issue and slowly there evolved the idea to write a handbook for H&I.

As the Policy Committee chairperson, Bob R. was familiar with most of the serious weaknesses in *Service Manual*. He had participated several years earlier in the Bay Cities review of *The NA Tree* before the 1976 conference. In the ensuing years, he had become keenly aware of the poor definition of responsibilities in some sections and the obvious tack of control over the WSO. He began working by phone with his committee members to clarify the service structure and going over their ideas for changes.

Roger T. wasted little time in moving forward with efforts to finish the book. There was a lot of work to accomplish since the Santa Monica workshop had ended. First they had to reconstruct, as best they could, the manuscript that had been stolen. Second, they had to prepare for the next literature conference set for Warren, Ohio. Back in Warren, the Literature Committee made arrangements with the school district to use an empty school building, which turned out just fine. Roger concentrated on sorting out the work and giving it to people to work on in the meantime.

Although Roger had been elected to head the Literature Committee, Bo probably never intended to completely give up participation in the book project, but it was probably never discussed between him and Roger either. Roger had joined NA a short time before getting involved in the Memphis literature conference and he had several years clean in AA by then. Fortunately his transition to NA was absolute. An unseen weakness Roger had was that he didn't have long relationships with the people involved in the committee and was more than a little high strung. But he apparently showed the kinds of skills the committee felt was needed so they supported his election.

Underneath his charming exterior, Roger was a complex individual susceptible to brooding and serious

mood swings. He was very comfortable with apologizing for mistakes, but was also very quick to become angry over the smallest personal slight if he felt he had been insulted. Perhaps the most difficult matter was that Roger had no roots in a home group or local fellowship. In the first few years of his NA membership he moved nearly a dozen times, living in four states for varying lengths of time. He had few really close friends and was always suspicious of others. He didn't respond well to public pressure and found the best solution to pressure was to escape. He was also strong willed and unbending when he wanted to be.

And to add to the problems he faced, many on the committee felt betrayed by Roger for accepting the nomination when the committee had clearly wanted Jim instead. More than just a few committee {202} members were willing to make Roger's tenure uncomfortable. They began by not turning over copies of the financial records of the committee and objecting to his selections of subcommittee chairpersons and his work assignments.

When the committee assembled in Warren, Ohio on June twenty-ninth, people from all across the fellowship were on hand to work. Jim had done a tremendous job and once again the facilities were more than adequate to the needs. Roger welcomed the members at the first session and explained that the first five chapters had been lost. Those chapters had been through "second edit" and had been considered complete. They had to be retyped and have work begun on the last five chapters, which had not advanced as far as a second editing. After getting assignments made, they broke into committees. They operated in the same manner as at previous meetings, and now that a small core group was coming back to each workshop, there was a continuity at last.

While most worked on the book, four other committees were set up to work on pamphlets. Committees worked on: *Fourth Step Inventory Guide*, *Hospitals and Institutions*, *Teenage Recovery and Sponsorship*. On the third day, it seemed that parts of two chapters were very similar and a team read them to investigate. It was later decided to move some material and then later the remainder was suggested for a pamphlet which became *Just for Today*. Roger, assisted by Bo, guided the discussions as they both "float-ed" from one discussion to another.

An important segment of the book was worked on by a subcommittee composed of trustees including Sally E., Bob B., Chuck S., and several others. They refined and completed the chapter on Traditions. And since it was the trustees who did the work, the committee thereafter pretty much left it alone.

Unfortunately, in the months since the conference, the rift between Roger and Bo had become more pronounced. Bo reports he was only vaguely aware of it until after the Ohio meeting, but soon after the meeting it grew considerably, in his opinion. Apparently Roger felt overshadowed by Bo and his continued participation in his usual manner. In retrospect, it seems odd that Roger would have thought Bo would suddenly and completely step out of the proceedings. At one point during the week, Roger was so mad at Bo, as he later confessed, he would have shot Bo if he had a gun at the time. Roger probably wouldn't have shot anyone, but it illustrates the heights of emotion he kept bottled up in side.

In what was a one-day break from the literature conference, Greg, Chuck S. and a few of the Ohio members drove to Cleveland, about forty miles away, to attend the organizational meeting of the {203} Ohio Region. Greg was given the honor of presiding over the meeting. After open debate on the issues involved, it was decided to form the region. Officers were then elected, including: Keith S. as chairperson, Mary Kaye W. as vice-chairperson and Pam K. as secretary. Elected as treasurer was Garry J.; the RSR, Roy D.; and the alternate RSR, Dan S.

As one day passed and another began, there was measurable progress. By evening of July fourth, it seemed they were more than half-done with final edits. While this did not mean they were finished, they were close. When the evening group conscience meeting was held, there were fifty-one people present, including two trustees and Bo as vice-chair of the conference. By the end of the conference, chapters one, two, three, and eight were considered to be in final form. Unfortunately the rest of the book was not ready so another conference was required. Charles K., who was at the workshop, volunteered to find space near as he could to the Miami World Convention. They would resume then, when the convention was over,

Attempting to move the Finance Committee out of the shadow and self-created lethargy, committee chairperson Bryan wrote and mailed across the fellowship a letter heralding the good news that the WSO actually now had an office with equipment, space, etc. Also since more work was being done on the book as well as projects in PI and H&I, everyone needed to give more money through the Seventh Tradition at meetings. He urged members to dig a little deeper when the basket was passed. Regretfully the letter didn't seem to have much effect on the conference budget.

At the end of July, Chuck S. wrote a letter as chairperson of the trustees to Phil P., president of the office board. He requested a meeting of the two boards at the earliest possible date for the purpose of discussing issues concerning the WSO and how NA could better support the WSO. This followed a phone call between them in which Phil had indicated that in order for him to arrange a meeting of the two boards, Chuck would have to put his request in writing. Although it galled Chuck to play such a childish game as having to make a written request from one board to the other, he did it.

During the middle summer months, Steve continued periodic conference phone calls that included Bo, Cindy, and Joseph. From time to time they would add various committee chairpersons. In this way Steve became the first conference chairperson to extend the scope of chairperson from simply presiding at the annual meeting to looking after the work of the various committees during the year. Two things they considered were moving the conference meeting to a different facility and possibly meeting an extra day or two. Bob R. looked into these and reported to Steve they had the ability to change {204} the location. They decided to send a ballot to all conference participants near the end of the year seeking to obtain a group conscience about working two extra days.

The Eleventh World Convention was held at the Marco Polo Hotel in Miami Beach, Florida from September tenth through thirteenth. It was a stellar event. Throughout the year Rosalie R. had orchestrated, and sometimes driven, her committee in order to achieve the biggest World Convention yet. Some would later claim between five hundred and eight hundred had attended. This was truly an NA convention. No more influence by AA Young Peoples speakers. Yes, many local AA people came, but the preponderance of NA folks was obvious. There were speaker meetings, workshops on service, the Steps and Traditions and a marathon meeting. They began the convention on Thursday with registration and an evening meeting. Friday had a full day of workshops and meetings followed with an evening meeting at which Page C. (Smyrna, Georgia) and Mollie P. (New Orleans, Louisiana) shared the podium. Saturday evening, nearly eight hundred addicts came to listen to Sally E. (Buena Park, California) share her recovery. Sunday morning, Pastor Conny S. (Ft. Lauderdale), and Nona B. (Salinas, California) were the speakers. When it came time to announce the convention site for 1981, Milwaukee, Wisconsin was declared the winner.

The convention was a success in every way, including financially. Estimates vary, but most remember that about ten thousand dollars was left over after all bills had been paid. This was divided up equally between the Miami area, the World Service Conference, and funds sent on to Milwaukee. This event probably was the most convincing signal that the fellowship outside of California was capable of doing anything and was equal to the old-timers out west.

When the trustees met during the convention, they voted to elect Michael Bohan, a non-addict to the board as well as James D., an addict from British Columbia. Chuck reported the trustees' efforts to arrange a meeting with the office board had not been successful, as WSO had not responded to their request. He had received a letter of complaint from the office about literature being published with the office address on it, but without office knowledge. This was Roger's committee sending out copies of their drafts of the book material. The trustees supported the office view that this was not appropriate. Frankly, the Literature Committee was unfazed by the office complaint or action by the trustees. They were so anxious to get the material, although not approved, into the hands of addicts they were willing to bend the rules.

Michael Bohan was a doctor serving with the US Navy. He worked with addicts and because of this had come into contact first {205} with Nar-Anon and then NA. He was a quiet individual, prone to listening to all sides before offering his own opinion. His objectivity and lack of emotional response to things

was a positive and settling influence on the board and the World Service Conference. He also had the patience and interest to endure board and conference meetings, something that surprised many who came to know him.

During the convention, Roger and Bo had what turned out to be a decisive moment in their straining relationship. Bo had felt for some time that Roger was increasingly unhappy with Bo being so closely involved with the work. At times people were still turning to Bo for leadership and ignoring Roger. While standing together in a hallway, Bo inched towards opening a discussion on the matter, but they were interrupted by other conventioners. While Bo was getting hugs and kisses from a couple women, Roger apparently took that moment, in his own mind, to sever their relationship. From then on, Roger's attitude toward Bo got progressively worse.

As soon as the convention was over, many members drifted up the road a little to a treatment center named Concept House where Charles K. had arranged space for the literature workshop. Charles K. and Roger led the meeting, which included a contingent of regular attendees plus some first-timers. It was hot, but every effort was made to make it comfortable. They turned out to be a good bunch and they went right to work although it was very hot and humid.

Beginning the day after the convention ended, there were as many as fifty people involved at a time. They worked in small committees, refining the material as they went. As usual, they had group conscience meetings twice a day. Thirty-three were present at the morning group conscience meeting on the fifteenth. By the next morning they were down to twenty-eight. But notes from that meeting tell the story, "Beth gave an update on chapter four workshop. As it stands now the First and Second Steps are completed. Roland, also on the committee, said it won't be long before the chapter is finished. Tricia reports that chapter five is ready for proofing, and she needs another person to help with the work. Joe feels chapter seven close to finish." And others were too. Several chapters were at the final editing and proofreading stage.

While work on the book continued, energy was also invested in the pamphlets. Bob B., the H&I chairperson, was at this conference and worked with the Literature Committee and its files on the H&I Handbook. By the time the conference was over, Bob had a nearly completed handbook for his committee.

But as the week came to an end, there was still work to do. It had been a long haul, three workshops since the year began, and this one followed an exhausting convention. When their time ran out at {206} the church they were using they moved to a local clubhouse and continued. Finally, after several more days, Bo could sense they were running out of creative steam. The stress and long hours had brought tempers to the edge. As Bo wrote in his book, conflicts were just about to well up within the committee and he tried to calm them down and show they were within a short time of being finished. Then finally, "within the hour, the Basic Text of Narcotics Anonymous was approved for printing in approval form, by the World Literature Committee of Narcotics Anonymous. The impossible had been done." NA now had a draft of its own recovery book.

In late September, Back in California, the battle between the Southern California region and its former chairperson Doug F. took another turn for the worse. This was about the time people arrived home from the literature conference. A letter, written by the region and sent to the WSO and trustees (plus a few others), alleged that their past chairperson (unnamed) had burned the region's files rather than turn them over to his successor. The region's alleged purpose in writing the WSO was to warn them they should protect the office files from this person, even though they knew the directors were his friends.

In a letter of response about a week later, Phil wrote as WSO president a line-for-line rebuttal, ending: "in conclusion and aside from the above (the facts as he saw them) may we suggest that the Southern California Regional Service Committee officers tend to their own business which has been sadly neglected in the past five months." That response, of course, only aggravated the situation.

Through October, the Mid-South Regional Service Conference (MSRSC) was getting ready for the next literature conference. At the October fourth meeting they went through most of the planning details. Joseph, who was attending the meeting "reminded us that the purpose of the MSRSC is to prepare the final

version of the NA Big Book to be sent out for fellowship approval and to mail it. He also outlined what steps this procedure would require.” That the literature committee would entrust the responsibility to Joseph to print and distribute the book was understandable, as less than ten months earlier he had done the same with the Gray Form. This time he knew what to expect and was planning ahead a little better.

A letter was sent out in early October from the Literature Committee. Identified as a Literature Committee report it outlined the status of the work on the book and other items of literature. It was timely and informative. Although Roger had not continued Bo's practice of sending regular reports, this report seemed to suggest that things might get back on track. However, the report was prepared and sent out by Joseph - not Roger. Roger wasn't returning phone {207} calls and the letter had to go out. It contained a plea for donations so the printing of the book could be done on schedule. Joseph didn't wait on Roger to respond, he correctly guessed independent action was necessary.

Before the committee finished its workshop, it had accepted Roger's offer for him to type the final manuscript, as he was an expert typist, so it could be sent to the typesetters. They also decided to meet in Memphis in late November to work on the personal stories for the book. As they parted, the inner core of this long lasting work force, Bo, Joseph and Jim expected to hear from Roger in a week or so that it was done. But a week turned to two and then to three and still nothing. Calls had been made to where he was thought to live, but nothing happened. Members were called who saw him at meetings and asked him to call about the work and nothing happened. Finally everyone began to turn to Jim M. and Page C. who were the committee vice-chairpersons, to take over. Jim, Page, Bo, and Joseph were in touch every day while they planned what to do. Soon, Joseph began calling others who had notes of the complete final approved form of the book. He made comparisons of their notes with his and when he was satisfied he had a correct version of the book, he prepared to have it typeset.

As a last check he sent it to Bo for his verification. Bo worked overnight and most of the next day checking word for word and trying to remember. But as much as anything he was reading to be sure it felt like what the final editing had done. When he was as sure as he could be, he sent it back to Joseph. It was then typeset and sent to the printers. Joseph was in contact with Bo and other long time committee participants. They were determined to move ahead even if Roger disappeared.

Some who were at the literature conference in Miami were not happy with the reconstruction that Joseph assembled and which then became the book. Several were later to claim that portions of the book were not what had been voted on and approved during the meeting. The matter was never investigated or resolved, as the claimants were unable to effectively present their complaint to the conference.

At the end of October out in California the printer delivered 900 copies of the World Directory to the office. The fellowship had grown considerably since the last edition. Shown in this directory were a total 1,038 meetings, of which forty-five were outside the US: Australia 10, Canada 26, Germany 3, Great Britain 3, Ireland 2, and Guam 1. {208}

United States listings showed:

AL-12; AK-3; AZ-10; CA-212; CO-1; CT-4; DE-2; FL-51; GA-48; HI-3; ID-6; IL-29; IN-9; IA-24; KS-37; KY-7; LA-15; MA-1; MD-24; ME-1; MI-8; MN-30; MO-13; MS-6; MT-1; NC-8; ND-10; NE-26; NJ-22; NM-2; NV-14; NY-10; OH-48; OK-18; OR-48; PA-62; RI-3; SC-1; TN-28; TX-42; VA-23; WA-22; WI-43; WV-4; WY-1; DC-8

Considerable effort had been exerted to keep the Literature Committee mail list up to date. The publication of the World Directory coincidentally helped them verify their list.

Just a few days later, Linda M., writing for Roger, who had still not contacted anyone, sent a letter to the WSO board. She wrote to advise them the Literature Committee voted “to proceed 1) to present the Text to a professional proofreader for his suggestions, 2) to make the necessary changes, 3) to have the Basic Text printed in a form similar to the first review form, 4) to mail the second review form to the fellowship for their approval or disapproval. The printing of the approval form began last week.”

Steve B., as conference chairperson, was aware of these decisions and was supportive, since it seemed

the book was truly going to be done. It was surprising, however, that he was comfortable with how the financing of the work was being done. He was in regular contact with Joseph, who was also the conference treasurer, and since Steve had to sign all the checks, he was aware of how much money was being spent from the conference treasury, and for what. That a large amount of money was being collected and spent on the book without going through the conference account should have been cause for alarm.

At the trustee meeting in November, they again discussed the lack of communication and cooperation between them and the office, but no action was taken. They did elect officers, and Chuck S. was returned as chairperson. Sally E. was chosen as vice-chairperson and Gloria L. was appointed secretary. {209}

On November twenty-second, the Mid-South Regional Service Conference began at Memphis State University in Tennessee. Although called a meeting of the Mid-South Regional Service, it was simply another meeting of the Literature Committee. The primary objectives of the meeting were to mail copies of the approval form of the book that had been delivered from the printer, work on a series of pamphlets for approval in the spring, and have a Policy Committee meeting to make modifications to the *Service Manual*.

After the usual beginning, committees were formed to begin working on reviewing work already done on *Triangle of Self Obsession*, *The Fourth Step Guide*, and *For the Newcomer*. Others were going to work on *Sponsorship*, *Relapse in Illness*, and *The Newcomer*. Work on the *Service Manual* was set to take place later in the week when Bob R. and Chuck S. arrived from California. An important matter they resolved early in the meeting was what to do about a portion of the Text that had been accidentally left out of the book when it was prepared for final typing. They voted to have the omission noted in the cover letter to accompany each book being shipped. The letter also announced the next literature conference would meet in Philadelphia to finalize the story portion of the book and members were invited to send their stories in.

While the workshops went on, a work crew put copies of the book in envelopes, addressed them, and sealed them for mailing. With both projects going, Joseph was really busy. Work on the Hospitals and Institutions pamphlet ran into trouble. As the discussions progressed, it seemed that a handbook on how to do H&I work was needed more than a pamphlet for addicts in institutions. True, a pamphlet was needed for them, but more input was needed from addicts who recovered in a hospital or institution before it could be completed. Eventually this project was set aside.

After Bob R. arrived and got settled, a schedule for the *Service Manual* discussion was set. Work began the following day, with a small committee which included Bob R. as policy chairperson, Chuck S., the trustee chairperson, Joseph, Jim M., Bo, Page and about a dozen others. The primary participants were, to some degree or another, antagonistic towards the office or how it was structured and managed. When they were done, a substantially revised service document was in hand. Perhaps its most striking feature was that the office became a subcommittee of the conference, as had been suggested earlier in the year by Jim M. No more of this "outside issue" argument. It is interesting to note that Greg P. was not at the meeting. Their document, known as the "green manual" because of its green cover, was printed and distributed by the Mid-South Regional Service Conference after the meeting. {210}

The production and mailing of the approval form of the Text led to an unsolved mystery concerning the financing of that printing. There were 2,000 copies of the approval form produced. It is believed that 1,500 were distributed at no cost to the groups for whom the committee had addresses. The rest were sold to individual members for a nominal price of \$5 per copy. The copies sold should have produced income in the amount of approximately \$2,500. However the Mid-South Regional Service Conference never published a financial report showing costs or income for the approval form.

The central figure in all this Mid-South Conference publication and distribution was also the World Service Conference Treasurer that same year. This left unanswered questions about the propriety of this scheme. In fairness, it should be pointed out that the distribution was handled with some skill. I was never alerted to any serious delays, or approached by people who claimed to have purchased a copy but didn't get it.

When this was generally explained to me at the time of the next World Service Conference, I was

more than perplexed. It was unheard of in non-profit organizations for a shadow committee to handle such an important task and never make a financial accounting to the responsible organization. The office supporters didn't let this opportunity pass either, but they were so often on the defensive, their attempts to press for an accounting of the Mid-South Regional Service Conference finances fell on deaf ears.

From time to time in the following years, a few people would try to explain to me that there truly was a “Mid-South Regional Service Committee” and that its activities were not subject to conference scrutiny. I never paid attention to these attempts at self-justification and felt it was a poor example to leave unchallenged. However, even when I became the office manager, it was beyond my scope of authority and way beyond my range of responsibilities to pursue the matter.

While it may have been a prudent decision and one that everyone was OK with (since the end result was what everyone wanted), it set the basis for others to set up such printing enterprises again when they wanted to. This was done about nine years later and caused considerable conflict and expense to the fellowship.

About printing at the WSO, year-end figures show that Thought Process printers did \$22,805 in business for the WSO. {211}

Chapter Ten (1982)

“We Have a Book!”

As the year 1982 dawned, an important event was about to unfold – the adoption of a book on recovery written by addicts, for addicts. Long thought to be an impossible dream, it was, through sacrifice, dedication and giving, about to come true. The prime movers in the book movement were determined to see it through. They needed one more literature conference to finalize the story portion and get it distributed in time for approval at the World Service Conference. The year was to have its twists and turns, but it was opening to great expectations.

Page had nearly taken control of the Literature Committee, because Roger had, for all practical purposes, vanished from the face of the earth. Several discussions were held with Steve B., the conference chairperson, and he wrote two letters, one to Roger at his last known address, and the other to Page, both on January second. In the letter to Roger, he requested his written resignation as a result of his “lack of attendance, availability, and visible participation.”

This was more a formality than a request, as the letter to Page offers, “congratulations on your selection as the second vice-chairperson of the WSC Literature Committee. Roger’s inactivity has disqualified him of the chairpersonship, and I understand that Jim M. disqualified himself as first vice-chairperson due to other responsibilities, which leaves you, as the active chair of the Literature Committee of the WSC.” Steve’s letter was simply confirmation of what had already taken place.

Members across the fellowship were excited as the year began. Many had received a copy of the approval form of the book from the November mailing. Many of those who received copies made photocopies for others, many of whom did the same. So in a short time tens of thousands of copies were being passed around and read. The Literature Committee had encouraged this, as they wanted to achieve overwhelming acceptance of the book when the conference voted on it. It was a radical departure from how things had been done in the past, and different than it would be in the future as well. Photocopy machines all across the nation began to crank out first dozens, then {213} hundreds, and then thousands of copies. And despite some criticism, the fellowship was truly elated that so much had been done at last.

As I was told later by people who made copies, “people really wanted it and needed it and it wasn’t going to get printed by the office for at least a half a year. Besides, they needed to see it, to use it, to decide if they really wanted to approve it.” There is no accurate way to estimate, but some suggest more than five thousand copies were made and given out in the first year. Nearly two years later, there were still a few who were giving them away, or selling them for about cost, even when the approved and printed edition was becoming readily available from the office.

Arrangements had been made for the Literature Committee to meet in Philadelphia, Pennsylvania beginning on Friday, January 15, 1982. When Page called the meeting to order a little after six in the evening, fifteen members were present. As most of the people had not ever been to a literature conference, they spent time discussing how the work is processed. Although they started with about 130 stories in the files, there were no copyright release forms for many. They decided to review the stories, concentrating on well-written stories with release forms. And they went to work.

By the next morning, they identified twenty-five good stories and thirty-one promising stories. And the work force had grown to include twenty-five members. After an hour and a half of discussion, they had decided to work in groups of three to categorize and polish the twenty-five good stories as they typed them. And back to work they went.

By late afternoon thirty-four people were present. Much discussion centered on the issue of whether they should substitute “clean” for “sober” and “recovery” for “sobriety,” and similar word choices. After

nearly an hour of discussion, the uncertainties about what to do were smoothed out and work resumed. When the next group meeting took place, the letters from Steve B. to Roger and Page were read. Discussion then turned to voting Page in as the chairperson of the World Service Conference Literature Committee. There was some reluctance as no response had been received from Roger. It was subsequently decided to have Page continue to serve as acting chairperson. Another vice-chairperson, Pete B., was elected to serve with Page. Before going back to work, they reviewed where they were in the story selection process. They needed to find more stories to fill in the “cross section” table they were working from.

Thirty were present at the next group conscience meeting. Considerable debate ensued about getting stories from other countries. Bo was assigned to find one or more stories from other countries while the rest went back to work. And so it went, hour after hour. At {214} the final meeting on Monday morning, contact was reported with members in London, England; Frankfurt, Germany; and Tokyo, Japan. Each place was going to send one or more stories.

It was an exhausting four-day experience, but it was typical of the dedication and sacrifice it took to produce the book. When it was all over, the cover letter to the approval form said there were fifty stories included. However, in reviewing the contents, they were a few stories shy of fifty. But there were enough to keep most everyone happy. As the committee members headed home, the final typing was getting done and duplicate copies were made. And like the first portion of the Text, copies were made and mailed throughout the fellowship. In a matter of weeks, ten thousand or more copies had been made on photocopy machines across the country. At meetings and at homes, members read one story after another. They were thrilled and filled with awe that they finally had a book of their own that they could relate to. As the conference approached, few would have thought approval would have been denied.

The office directors held a meeting in early February to review and amend the bylaws. They added the associate member classification so their advisory board would actually exist. They also added a provision that a director could not be expelled for any reason except for using drugs. Apparently they had misgivings about their removal of Greg P. and Bob B. a year earlier.

Seven members were present at the trustees' February meeting, and Chuck S. presided. Resignations from Dennis M. and Mel H. were read and accepted, but they quickly elected David C., James N., and Jack B., increasing their membership to thirteen. The trustees considered a number of specific requests for Tradition interpretations from the Milwaukee Convention Committee. They advised the committee to abide by all the Traditions, including protecting the anonymity of members, and advised that soliciting funds through the mail was a Tradition violation.

The most important discussions were of complaints they had received about the office. A committee headed by Sally was appointed to investigate and solicit input from the fellowship concerning the nature and number of such complaints. While they were at it, they decided to ask about their own service record too. A letter from Sally was sent out requesting input. The office predictably objected to this “witch hunt,” claiming they were being unfairly maligned and only their known enemies would respond.

Sally kept her committee small, but used a number of people to help with specific issues, when she felt it was desirable. She got help from several who were not trustees, and was confident everyone was {215} working on this simply as a way to help the fellowship. She did not feel she or her committee were “out to get the office” as they charged.

Two of the three new trustees were well known in the Southern California area, but Jim N. was the surprise. He had lived in the Midwest and had not been part of the California fellowship. He came to everyone's attention through his role in the Lincoln literature conference. Jim seemed to fit the mold that many trustees came from. He was quiet, unassuming and undemonstrative most of the time. There were exceptions to that mold, however. Jack and David, for example, were both outspoken and assertive.

Steve B. mailed out a comprehensive preconference agenda near the end of February. The packet included a financial report, brief reports from each committee and selective news items from different re-

gions. Also attached were excerpts from a number of letters that had been received by the Administrative Committee addressing a wide range of issues. These were forwarded for discussion purposes so that RSRs might be given some idea of what the conference might address. A copy of the letter from Sally asking for input on the WSO and WSB along with minutes of the February trustee meeting was also included.

Perhaps the most controversial items were the new conference location (nearly twenty miles from the office), and the expanded meeting time (now nearly five full days). The ballots sent some months earlier had come back with all but one vote cast in favor of a longer conference. Bob R. had arranged to use the Retail Clerks Union Hall in Santa Monica.

The Policy Committee held a meeting at the end of February during the Southern Regional Convention in Atlanta. It was a well-attended event presided over by Larry N., the committee vice-chairperson. Immediately as the meeting got underway, Charles K.'s expressed concern that this meeting and the one held in Memphis in November were being held without giving the requisite thirty days advance notice to the committee. Those present went ahead and conducted business anyway. They considered a wide range of issues about fellowship structure and policy. George H. submitted a letter protesting the written ballot that had been received which sought to get a vote on extending the conference by two days. The committee ignored his complaint.

Proposals were offered to allow areas not represented by regions to have a role in the conference. A detailed public information kit revision was offered, and a confidentiality statement was proposed to be included in the World Directory. But the most important issue concerned the office. Jim M. of Ohio proposed the "WSC disenfranchise WSO and create a new service center administered by a Board of {216} Directors elected by WSC." Guido A., on the other hand, offered a moderate transition plan that envisioned a take-over by the conference of the existing corporation. Jim also proposed the establishment of a magazine to be published about recovery the "NA Way."

Sally received thirty-one responses to her letter, with both complaints and suggestions. In her report, she simply included each letter, even though several were more than a page long. There were ten letters about the trustees, mostly containing suggestions for improving the trustees rather than complaints. Members wrote their opinions of trustee selection criteria, voting privileges at the conference, terms of office and similar matters. From this, the trustees recognized that some changes in their own structure and operation were needed.

Letters about the office were more detailed and critical. Although a few simply complained about poor response to letters, orders, or phone calls, there were serious concerns about CARENA and the inability of the fellowship to control the office. Sally made several recommendations for changes in the office as a result of the letters. Unfortunately, the office was not given an opportunity before the report was presented to the conference to examine it or respond to the complaints.

Steve B. gaveled the conference to order on Wednesday evening, May 5, 1982, at the Retail Clerks Union Hall in Santa Monica. After introductions were made, some reports were handed out, and a discussion of the schedule occurred, the meeting adjourned.

Later that night the trustees held a brief meeting to hear about Sally's report and go over some of the things they thought might come up in the next few days. Sally explained there was lots of feeling out there that the conference ought to elect the trustees, and also that the trustees' voting rights at the conference ought to be removed. Chuck echoed this expectation, and after some discussion, they resolved to oppose the elimination of their voting rights. Chuck also raised the idea that perhaps each trustee ought to be affirmed in office by the conference each year. This was not well received, and few expected that idea to pass. More likely, they thought, some term limitation might be imposed. Chuck S. didn't want Sally to read or hand out copies of her report at this trustee meeting. He feared that Chuck G. and Bill B., who were present at the meeting, might take the information back to the office and work through the night to blunt its impact. He felt maximum value would be received from the report if everyone – including him-

self – were kept uninformed about the details. The report was not given. {217}

Thursday morning, twenty-two regional reports were given, five more than the prior year. This brought the vote count to twenty-three RSRs (one arrived the next day). There were eleven trustees’ votes (there were thirteen trustees, but two were absent the entire conference). Administrative and committee votes numbered nine, and the office had one vote. This added up to a total of twenty-one. The balance of power had, in theory, shifted. For the first time, there were more votes by RSRs than by boards and committees.

Regional reports were the first order of business, and they revealed a variety of problems; but they also showed the determination of recovering addicts to overcome distance, poverty, and inexperience and come together in substantial numbers to address their common challenges.

Next came reports by the Administrative Committee, trustees, conference committees, and the office. Steve gave a modest report, true to his character. Bo, in a rather detailed report, explained about Administrative Committee interaction with committees and outlined progress in both Literature and Policy Committee projects. The only outstanding administrative report was from the treasurer, Joseph P. His report was sketchy and did not adequately cover the full year. It was not approved, and many unanswered questions were left when it was over. For several years following this conference, people would ask repeatedly for an accurate accounting. None was ever made. In 1984 Joseph did give the records he still had to the office, and I made a reasonable effort to compile a report from them. I was unable to do so for lack of sufficient data.

When it came time for the trustee report, Chuck S. introduced all the trustees present with special emphasis on the new members. They included; Chuck S., Cliff C., Sally E., Carl B., Bob B., Chuck G., David C., James N., Greg P., Michael Bohan (non-addict), Jack B., Hank M., and James D. As Chuck spoke about the report from Sally, he was careful to call the report a report of the chairperson of the board rather than a report of the full board (perhaps a “distinction without a difference”). He then called for the report to be distributed while he went on, declaring that no one other than Sally had actually seen the report before. As he continued, people began to read the report. It revealed a number of complaints about the office and more than hinted at the office’s indifference to such complaints. As Chuck continued talking and people were reading the report, many began to get upset. Office enemies were thrilled, but maintained a stern exterior.

When Chuck S. finished, Bob R. began the Policy Committee report and Chuck G. got a copy of Sally’s report in his hands for the first time. He too began to get angry as he read it. Those who {218} already opposed the office were strengthened. Those on the fence began to slide toward the forces clamoring for change. I could almost feel the shift that was taking place. While the next reports were being given, few people were paying much attention. There were lots of little discussions springing up all over. Sally’s report had brought to the surface all the complaints and objections about the office and trustees. It soon became the focus of attention. Some major change was going to take place at this conference regardless of how vocal the office or trustees were.

As Bob R. carried on with his report, more and more people were getting their copy of Sally’s report, and losing focus on the proceedings. In spite of his growing irritation with the murmurings, he told the conference about the development of the green *Service Manual* and talked about the workshops the committee had held throughout the year. He explained the Policy Committee didn’t write policy, they just organized the input from the fellowship for action by the conference.

Bryan S. came next with his report from the Finance Committee. Bryan explained how they had attempted to raise money for the fellowship. At the previous conference their committee adopted a letter for distribution throughout the fellowship. The committee divided up the country by geography, and each member was to send out copies to meetings in an assigned set of states. He reported sending out over 400 copies, and some came back with address corrections, but the majority appeared to reach their destination. Even so, he had no idea how much money was raised as a result of it. The project was never tried again.

Page C. gave the Literature Committee report. It was impressive. He gave a clear picture of a hectic year in which thousands of pages of material were received, written, revised, edited, copied, and compiled. He told of phone calls, administrative meetings, committee meetings, workshops, conferences, and letters, letters and reports, seemingly without end. Looking back at the record years later, it was obvious that an army would have been required in order to accomplish all the things they did. An ominous note at the end of his report told of the continuing encroachment on WSO duties, "so we have in the process a good World Directory and I think that's great." The office representatives should have been ready to pounce when his report was over, but they didn't.

Larry N., acting PI chairperson, followed with his report. Appropriately, his report said, "We didn't do very much." Larry was pressed into service by the committee since the chairperson elected at the last conference didn't come to this one. Bob B. came next and gave another blistering H&I report, punctuated with his colorful {219} metaphors, and not an expletive deleted. His committee had collected tremendous amounts of information on what is being done with addicts in the nation's thousands of jails, prisons, and camps. The committee showed tremendous success in organizing the disjointed H&I efforts and getting both literature and new meetings into facilities all over.

When Bob was done, Phil P. came to the podium and gave the office report. He started out with surprise and dismay at the report handed out by the trustees. He was not prepared to give a complete report, but did as much as he could. What Phil didn't say was that other directors had taken Sally's report and were at that moment trying to build their defense. Phil was hopeful they would finish before he concluded his report. He started with the financial data, which showed a gross income of \$64,987, of which \$11,726 came from donations. Expenses amounted to \$52,361, leaving a net income of \$12,626. Most of the net was in fact converted to inventory and equipment, and some was still in accounts receivable. He informed the conference that the office had just purchased a word processing machine that would facilitate the accurate and economical production of the World Directory and similar complicated documents.

Phil explained that this was his first year on the board, and the new board was just trying to do its job. The report from the trustees as well as other criticisms, he said, had taken him by surprise. He seemed to be opening the door to better cooperation with others when he said, "What we'd like to do, in working with the Literature Committee, is send out review copies so we don't have that conflict. That the Literature Committee would compile and we would distribute all review copies to the fellowship. This hasn't been done in the past. I don't know why." As he went on with his report, he finally explained that he was expecting someone to be showing up with information that addressed many of the concerns in Sally's report. He finally asked to suspend his report and give the rest of it later. Steve prudently agreed, and there were only a few objections.

Steve proceeded to read a letter from an area committee, then went back to the place in the agenda where they had been. Several people were just waiting to make motions. What followed then was an aimlessly wandering discussion that went from minutes of the conference two years earlier to what to do with the trustee report and when to call Phil back to finish his report.

After Chuck S. had completed his report earlier, he read Sally's report and discussed it briefly with several others. The more he talked about it, the more angry he got, and was soon just downright hot! Others too, were having the same reaction. When Phil was ready, he asked for permission to have Doug F. take over and present {220} the report. Steve said the rules didn't allow Doug to address the conference since he wasn't a delegate. Phil immediately proposed a motion to waive the rules to allow Doug to read the WSO report. A recess was then called while Steve and I, and a crowd of others, sorted out a practical solution. The solution was to suggest to the WSO that they go back and write a new report that covered everything and present it the next day. After the huddle was over, Steve announced this decision and on with business the conference went.

Elections followed in which Bob R. was elected conference chairperson for the next year. To serve as his vice-chair, the conference selected a relative unknown from Florida, George H. Nicky C. from South-

ern California was elected secretary and Kevin F. from Southern California was elected treasurer.

On Friday morning, Steve began the meeting by calling on Phil P. to finish the WSO report. Phil reported the WSO board had met the night before, examined each of the accusations in the trustee report, and had a proper response for each item. He then launched into a defense on item after item, brandishing copies of copyrights, letters, minutes, bylaws and other papers as evidence. The thrust of his presentation was that the WSO, while not perfect, was not guilty of the extremes they were being charged with.

Among his papers was a report that addressed a series of the critical issues. It was poorly written, contradicted itself in places, and was inconsistent with previous pronouncements by WSO representatives at earlier conferences. I was discouraged at the report, and felt it was damaging the office rather than defending it. Clearly, whatever level of confidence in the office may have existed before was quickly eroding. During the questions that followed, Phil did his best to respond, but was unable to neutralize the growing opposition to the office.

Mercifully, elections of committee chairpersons quickly followed Phil’s report, and the heat was turned down for a while. They needed the break, even if it was brief. Elected to serve for the next year were: Larry N. (Virginia), Policy; Martin C. (Oregon), Finance; Page C. (Georgia) Literature; Bob B. (San Francisco, California), H&I; and Lorraine D. (British Columbia, Canada) PI.

The heat on the office returned immediately after elections. Kevin F. rose to propose a motion to create an ad hoc committee to review Sally’s report and the WSO report responding to it. The motion passed. Steve appointed a balanced committee and instructed them to meet that day. On the committee were Phil P. and Doug F. from the office; Sally E. and Jim N. of the trustees; and Bob R. and George H. for the conference. Nicky was sent to act as secretary. Steve also asked me to go along to help. {221}

The conference then recessed for committee meetings. The ad hoc committee went by twos and threes over to Bob R.’s home to meet. I went expecting a fistfight of a meeting. The entire committee was there except for Jim, who had left the conference earlier with Sydney R., who took him on what seemed to be a shopping tour. They got to the meeting after it was over.

There were a few strong words during the hours the group met, but I was surprised at the civil demeanor that prevailed. It was not long into the meeting that I began to sense there was a middle ground emerging. The resolution centered on the notion that the WSC had to gradually take control of the office. This, the ad hoc committee reasoned, could be achieved by having the conference elect some members that year and others in years to follow as terms for existing directors expired.

There were other specifics in the resolution, but this was the main theme, and as the different items fell into place, I made note of them. When agreement had been reached, I retired to another room where Bob had an old typewriter (about 30 years old) and I typed the agreement, spelling errors and all. Within twenty minutes it was typed, and after a final review by the committee, it was a done deal. When we returned to the Retail Clerks Union Hall the committees were still meeting. The general session would begin the next morning, so I left for the day.

In the morning, Steve called the conference to order and recognized Don D. from Northern Nevada, who gave a report and was approved as a voting participant. The committee reports began with Martin C. and the Finance Committee. He informed everyone that the committee had decided to establish written guidelines during the coming year on how to handle money. Martin explained how each input item was addressed by the committee and suggested a number of policy statements that should be adopted by the conference.

When Martin was done, Steve called for the ad hoc committee report. Bob R. presented the report and explained its provisions. When he was done, the penned up feelings began to show. During a discussion of the need to make copies of the report, a motion was made “that the WSO hire a manager full-time,” but it was called out of order. Before more confusion could take hold, further discussion of the report was postponed until later when copies were available. Committee reports resumed.

Lorraine D. reported on the PI input forms. Most of them, she reported, pertained to deficiencies in the

PI Information Kit. She explained that it needed to be expanded, and the committee would do that if funds were available for the committee to operate. A motion was then adopted giving them a hundred dollars a month, if {222} available. Bob B. then gave the H&I report on input they had received. The two critical issues were how to conduct H&I meetings with an understanding of the Traditions and how to define meetings within recovery houses where special rules exist that are inconsistent with our Traditions.

After lunch, the ad hoc report was brought to the floor again, and discussion lasted an hour and a half. Steve had me explain several of the provisions of the report, which led to open and colorful debate. There were charges, counter charges, insults and four letter words in profusion. Perhaps the most telling comment from the WSO forces came from Doug, who was finally allowed to talk. He said, while explaining why the WSO was the way it was, "There are only two things in our charter, that makes us impregnable really, makes us answerable to nobody" and he went on to explain.

But he soon showed a conciliatory side suggesting, "What we're about, right at this moment is to try to cause unity. We are going to gamble on you. . . It's called letting go." He then explained concerns about one aspect of the ad hoc committee suggestion (dealing with tax problems), but closed by suggesting that the office be given one year to make the types of changes everyone wanted. Then the office would turn its management over to the conference at the next annual meeting. However, few believed things would get better or that they would eventually turn the office over to conference control.

His "olive branch" didn't get much space to wave before Chuck S. came forth with a motion that would force an immediate change of directors, replacing the existing board with directors elected by the conference. This motion, allowing no transition period or opportunity for the existing board to exhibit the kind of cooperation Doug spoke of, did not pass. The conference was then once again plunged into motions and amendments temporarily halted by a provident recess.

In time, an acceptable package was crafted and adopted. It provided for the election of five directors selected by the conference to be added to the office board. Changes in the bylaws were to be made to accommodate this and other concerns that had been expressed. As soon as the motion was approved, five directors were elected along with a list of alternates in the event someone failed to serve. Those elected were Kevin F., Steve B., Sally E., Cindy P., and Gene H.

Even as it was adopted, I knew its success rested on the willingness of the WSO board to change their attitude and actually place the office under the authority of the conference. Previous pronouncements from Bill B. at the last conference, and from reports by Jimmy before that, had all declared that the WSO could not be subject to control by the conference. I had the feeling the WSO would later reject the decision. Legally they could do so and probably win if {223} the matter was brought to court. The alternative to WSO acquiescence, I told people then, was to form a new corporation in another state, using a new name, and to ignore the office in California. This would leave the existing WSO in the position of having to sue the new corporation to cease and desist, an unlikely event.

The Literature Committee began its report with Page C. at the microphone. Since the approval form of the Basic Text had been mailed, most participants had read it. Certainly there were some who had objections to parts, but in general most members felt this was a good beginning. When the book was finally presented for approval, there was a feeling among many that improvements would be made to the book from time to time in the years ahead.

It seemed almost anticlimactic as the action to approve the book went so smoothly and quickly. After giving a history of the book and news about progress of other projects, Page said, as quoted in the minutes of the meeting, "I would like to make a motion to accept the Basic Text approval form as the First Edition of our Narcotics Anonymous Book." After the vote was announced, he shouted, "We have a Book!" His joy was shared in the hearts of an entire fellowship. The meeting adjourned for the day soon afterward.

The next morning session began with Bob R. reporting for the Policy Committee. It took hours to go through the issues in his report. There were motions, discussions, votes, more motions and more of the same. It was critical work for the fellowship. At stake was the organizational language that the fellowship

was going to live with for the next few years. Bob did a masterful job at objectively presenting the work of the committee but also suggesting changes he wanted that the committee didn't. In fact, he had decided to abandon a crucial part the committee wanted. The committee proposal to make the office a subcommittee of the conference, he had decided, was not the best thing to do.

He led the conference through the material, page-by-page, and section by section. It was complicated, but nearly everyone followed as he went. In the end, the conference did basically what he proposed. It was a good demonstration that the conference had been right in selecting him as the next chairperson. When it was done, a new service document existed. Although amended in nearly every subsequent conference meeting, the foundation established by Bob's committee was strong and proved reliable.

Before work on the service guide was over, once again there was an attempt to remove the votes held by everyone but RSRs. As at prior conferences the attempt failed. The motion was tabled until the next conference. {224}

Chuck S. took the podium next to give the trustee report. He gave his usual rambling oratory complete with a few expletives, giving praise to those he felt deserved it and acknowledged the will of the conference in resolving the office matter. As he wound down, he said what could be thought of as his farewell statement, a year early. “I want to thank you for letting me serve as your chairperson of the Board of Trustees. I'm sure I won't (serve) again. . . . You know you can legislate away the Board of Trustees, you can legislate away the *Service Manual*, but you cannot legislate away my twenty-one years.” As soon as he finished, several motions were offered, one of them stated “that a fixed term should be set for trustees (such as five years) and that direct elections of trustees (be conducted) by WSC,” but these motions were not adopted. An effort was made several times to adopt a motion creating a magazine, and it eventually succeeded. After the magazine motion was adopted, three members were elected to be on that committee and were given the authority to pick their own chairperson. The conference elected Jim M., Bill Z., and Linda G. to serve as co-chairpersons. They divided up the duties with Jim as manager and editor, while Linda would be in charge of subscriptions (both money and subscription list). Duties given to Bill were not specified, but his participation was reported to have ended by October anyway. A number of participants had voiced concern about the World Convention, and in response, a motion was adopted authorizing the chairperson to appoint a committee “to formulate guidelines” for conventions. Bo was given this task and over the following year gathered considerable information from across the fellowship. The conference also adopted a proposal to have the Administrative Committee publish a quarterly Fellowship Report. This was to have lasting consequences, as the fellowship would now be able to get information about the business of the fellowship directly, four times a year. This was positive in that it would keep everyone informed, although it also fed the eccentricity of “service junkies.”

The conference ended on Sunday, on schedule. It was a particularly successful conference. I thought at the time, complete with its share of colorful language, strongly stated opinions, and forceful accusations. The conflicts seemed more sophisticated and better organized, perhaps because many of the principal participants were returning for the second or third year. The Administrative Committee had been better funded and seemed to have been more successful in managing things throughout the year and at the conference.

The Administrative Committee became an important body during the coming year as its members were called upon to take a more active role in managing the activities of the fellowship. At the time I {225} didn't really know them personally, but I had formed some opinions. Bob R. had done such an impressive job handling the debate on the “green manual” that I felt he would do a good job as conference chairperson.

Bob was a strong personality, prone to quick decisions, although he usually considered all points of view. He was genuinely fair, but harsh with foolishness and deception. As a man of middle age, his maturity was also an advantage for his position. Like his predecessors he had a solid determination to hold the duty of chairperson of the conference in high regard as a sacred but practical responsibility. In the following years, Bob was to have great impact on the fellowship.

George was harder to characterize. I hadn't paid much attention to him during discussions, although

he had been an articulate participant. He was very bright, listened to every viewpoint, quickly absorbed written material and then arrived at reasoned decisions. His family situation afforded him great amounts of time to devote to service and the ability to travel frequently without cost to the fellowship. He was to play an important role as a conference leader for the next four years.

Kevin, the treasurer, was a diligent although hesitant worker. When he took on a task, he applied one hundred percent of his effort to it and he didn't know the meaning of the word "quit." Sometimes unsure of his judgment, he was not as forceful as he could have been. However, when he had made up his mind on some issue, he was tenacious. Kevin was to voluntarily shoulder the burden of being the office watchdog for several years and did a magnificent job. During the crisis that came the following winter, Kevin kept the pressure on to inform the fellowship and pushed to have decisions made that reflected an objective view of office management.

Nicky, the secretary, would not complete her term, and would fade into the background only to be replaced by an appointee named Carol K. Carol had only a short amount of clean time when she was pressed into service, but she did a great job. She was a hard worker and dedicated both to the fellowship and to her friends in recovery.

The office board held its next meeting on May twentieth. The primary issue was what to do with the five people elected to serve on their board by the conference. After discussion, Bill B. made a motion to, in effect, seat them as voting members, but it was tabled for two weeks so their legal counsel could advise them about it. Doug F. and Sally E. (although Sally was not yet a board member) were then appointed to be a committee to investigate printing requirements for the book.

When the board met on June third, their first action was to modify their bylaws to increase by five the number of directors. This was {226} followed by the motion, "We, the Board of Directors of the World Service Office, at this time to be effective immediately, accept and confirm the election to this board of Sally E., Steve B., Gene H., Kevin F., and Cindy D." When I learned of this later, I knew that in His own mysterious way, God must be the guiding force in the fellowship.

I was surprised the old board members decided to accept them as equal and voting directors. Under California law, the conference did not have a legal right to impose these additional directors on the board. The office board could have simply refused to acknowledge the power or authority of the conference and could have refused to allow these new members to participate in meetings. Once they did accept them, they lost forever the absolute control they previously held. This would not become fully evident until the printing fiasco and the crisis over language changes in the text unfolded.

Another decision made by the office board was to retain the existing officers in their same positions for another year. A few routine matters then followed: They agreed to buy a service contract for a word processor, establish a volunteer work schedule for each director, and increase the price of the White Booklet to \$.50 (from \$.35).

Phil announced he had talked with Cindy D. about helping Jimmy put out an edition of *The Voice*. On matters pertaining to the book, they decided to produce a "Special Edition" of the book in a different color cover and sell it for \$25. They also voted, "to have the first Special Edition go to the archives, the second copy to go to Jimmy K., and the next eight to go to the World Convention for auction." The premium price would be advertised specifically for raising money to pay for the first printing. They wanted orders in hand and money in the bank so they could sign a contract to have the books printed. This was adopted in the form of a letter to the fellowship to be sent out about it. In a few days the letter was sent. The response was overwhelming. Within weeks several hundred orders had been received and they kept coming every day.

When the office board met next on July tenth they continued to move ahead. They decided to send copies of their minutes to other service branches as well as all regions and independent areas registered with the conference. They voted to suggest that a meeting be held annually with all service branches. About the book, "discussion of size of type was held with the decision being reached of 250 words per

page, which was the same as in the book *Thirst for Freedom*, published by Hazelden.” This was the book written by Jimmy’s friend in 1960, which he chose as the model to imitate.

Martin C., one of the most conscientious persons ever elected to chair a committee, sent a letter out to regions seeking their involvement in the development of guidelines that the Finance Committee {227} could recommend to the conference. At issue was creation of systems to assure proper management and expenditure of funds, particularly at the group level. He would later follow this up with more letters and phone calls to his committee.

Although the conference had ordered important changes to take place in the WSO, Page and many members of his committee were concerned about the future of the book as they prepared to turn it over to the office for actual publication. Their opinion of the office was pretty low; they felt that the office failed to properly serve the fellowship. But there was no alternative to turning it over when the manuscript was ready. Unfortunately, it took them more than five months to get it into the hands of the WSO.

There has been some speculation that the manuscript was edited, or at least proofread, after the conference and before being sent to the office. Although never publicly acknowledged, insiders in the committee at the time have acknowledged it was done. Substantiation was received in 1986, when a man visited the office to inquire about the book. He claimed his mother had been used by the committee to do the editing and had been promised a commemorative copy. I had to inform him all the commemorative copies were gone. How much was changed I never knew.

The Literature Committee also went to work on a long list of other matters. At the 1983 conference they would offer thirteen pamphlets for approval. To accomplish this enormous task, Page had to spend countless hours on the phone and in committee meetings. It was a tremendous sacrifice, but he was determined, and he delivered the work on time.

He assigned work to committees and followed up on their progress. The largest pamphlet was a *Guide To The Fourth Step Inventory*. This one became controversial after it was approved for publication. It was removed at the next year’s conference primarily on the strength of arguments from gay members that it treated homosexuality in a manner similar to bestiality or incest. They felt it was demeaning, and asked that it be removed and reworked for improved sensitivity to that issue. That request was honored by the conference. For the year it was on the literature tables, however, it provided a much-needed piece of literature for which the demand was substantial.

Several other items produced for the 1983 conference by the Literature Committee were two-page items with very specifically focused messages: *Am I An Addict?*, *Just For Today*, *Sponsorship*, *Youth and Recovery*, *For the Newcomer*, *Living the Program*, *The Triangle of Self Obsession*, *One Addicts Experience...* and *A Physician’s Viewpoint*, just to name some examples. Another piece was the Starter {228} Kit, a practical tool for new groups. This pamphlet helped thousands of groups to start new meetings in the following years. The committee also proposed revisions to the *White Booklet*.

The Policy Committee, under Larry N., had several meetings and came forward with a number of proposals at the conference in 1983. However, the committee was not as well organized as the prior year’s committee had been, and the quality of its work suffered. None of the major proposals from the Policy Committee were to make much impact at the conference that year.

During the summer, Martin C. sent out a letter to the fellowship at large at the direction of his committee. They wanted “to establish written guidelines for the utilization of funds throughout the fellowship in order to further our primary purpose.” It was a questionnaire intended to get some idea of how groups handled money. After the deadline of September fifteenth, he wrote a short report about their findings.

The NA Way magazine was slow in getting started, but quickly headed for disaster. By July, the first draft issue was assembled from articles in other fellowship newsletters and a few new pieces. It was discussed by Jim at the conference. He discussed an informal editorial team he had assembled which included friends interested in the magazine. He sent a letter in late July to Bob R. asking for money from the conference treasury. He wrote, “I know we didn’t propose a budget at WSC and we do plan to be self-

supporting through subscriptions, but I feel that this first informational letter should be financed by WSC or included in Fellowship Report, or both.”

Bob, who didn't like the magazine (and wasn't too private about his disdain for Jim M.), referred the matter to the trustees to determine if it was all within the Traditions. Chuck S., who received Bob's letter and a copy of the letters from Jim, promptly marked on his copy “I feel this is a violation of the Traditions and should be taken up at the next meeting.” His note refers to a closing salutation, which read “In Loving Service, ‘The NA Way’ subcommittee of WSC.” This undoubtedly upset Jim, but he moved ahead and produced the first issue to take to the World Convention anyway.

At the August meeting, the office board continued to sort through and approve actions relating to the production of the book. It was decided the regular book price would be twice as much as the actual publication cost (although from looking at the records it is not clear that the actual cost was known at that time).

In the financial report, the board was told they had received advance orders for 1,096 copies along with the money totaling \$27,400. The actual production of the book had not proceeded with the same ease and speed because the “approved” manuscript had not been received. The Literature {229} Committee informed the board, in an August letter, that the Book had not been completely typed for submission to the printer (7 or 8 chapters were still not done) and there was interest by the committee in omitting at least one story. The committee found an individual they had confidence in and had them give the book a final light edit. The editing and re-typing took months.

Deciding not to wait, the office used the approval form to approach three printers for bids on the whole job. An area Sir Speedy Printer and two other local printers, Starr Printing and Thought Process Printers then submitted bids. No traditional book printing company was contacted, which later proved to be a critical mistake.

Under the banner, “Our Gratitude Speaks,” the Twelfth World Convention opened on Thursday, September second at the Hyatt Regency Hotel in Milwaukee, Wisconsin. Friday evening George P. (California) was the kick-off speaker. The convention was a great success. Nearly 800 people were present to hear Doug F. (California) as the main speaker on Saturday night. Jimmy K. had been invited, but he did not feel well enough to make the journey, and sent Doug in his stead. The following morning Heather (Winnipeg, Canada) and Greg P. (Oregon) shared the podium at the spirituality meeting. The event's success was a great tribute to Steve S., the convention chairperson, and his dedicated committee.

Steve might not have wanted to claim credit for what took place at the auction, though. For a reason still unexplained, some bidders began to offer money if Bob B., the H&I chairperson, would sell his pants. It was funny for people, and the price began to escalate. Finally when the bidding ended, Bob took off his pants while on stage. Part of the convention profit was sent to the New York host committee as seed money for WCNA-13.

The New York bid was put together by six members who had pooled their money and drove to Milwaukee where another of their members joined them. The development of the New York fellowship had been hampered by the “Rockefeller Laws,” which had only recently been repealed. With NA actually legal for the first time in that state, a very small fellowship had taken root, but was about to grow explosively. At the time the New York bid was placed at the Milwaukee convention, there were only about ten meetings in New York City with around 50 regular members.

Since the New York contingent had little money among them, they convinced Doug F. to let them “bunk” in his room. Their resources were pretty slim. They didn't have much but bravado, bluff and exaggeration to base their bid on, but despite the doubts of many present, the excitement and support for the growing fellowship there {230} won out, and their bid was selected. They had to return to New York and prepare for a large convention involving thousands of people. With only ten meetings and fewer than fifty regular members, they began this awesome task while at the same time coping with the sudden and dramatic growth their home fellowship was experiencing. They did not even form a regional committee until

after the convention.

The trustees held their meeting at the convention as scheduled, although only four members were present. The principal matter addressed was the letter from Bob R. about Jim M.’s letter. Jim was there and presented his case. But after considerable discussion, the board decided by a three to one vote that the magazine could not be endorsed, as such endorsement was prohibited by the Sixth Tradition. But, they added, “The Board of Trustees wishes to encourage the continuation of this particular enterprise as it is very beneficial to the fellowship.” They declared the magazine was an outside enterprise, just like the office had been claiming about itself for years. They suggested the magazine put itself under the WSO or start its own corporation. That was not what Jim wanted to hear, and it seriously undermined his ability to sell subscriptions. Jim was not happy with the decision and later appealed it.

Nevertheless, he pressed ahead during the convention. As he wrote in his 1983 conference report about their first issue, “It was produced as the September issue and distributed primarily at WCNA 12 in Milwaukee. Many members purchased single copies and subscribed.” Unfortunately for Jim, his co-chairperson, Linda G., who had the money and subscriptions list, then effectively resigned and he never saw the subscription list or money again.

Despite efforts to retrieve the money and the list, Jim was unable to get either. Exactly what prompted Linda to disassociate herself from Jim and the magazine was not revealed to the conference in his year-end report or for years afterward. Linda, because of her closeness to Jim and his associates, was able to observe exactly what was going on. She became disillusioned about what Jim was saying compared to what he was actually doing. However, she correctly recognized that a public fight over what she saw them doing would only lead to a nasty fight that she felt she could not win. Her only defense (and offense at the same time) was to simply withdraw and hold on to the list of subscribers and their money. She knew by doing this she was committing political suicide as far as world services was concerned, but her conscience dictated she had to do something.

She kept the money in a checking account and held on to the subscription list, refusing to respond to Jim’s incessant attempts to {231} communicate. Jim called, wrote letters, and had people in the Atlanta area go and see her in an attempt to get the money and the subscription list, even if she wasn’t willing to continue to participate in the magazine production. Since she wouldn’t respond, Jim had to carry on as best he could on his own. He started from scratch again and began selling magazines and producing subsequent issues.

Bob B. of San Francisco was moderately successful with the H&I Committee. While meeting at the World Convention, the committee worked on internal guidelines and two pamphlets for use within the H&I framework. Unfortunately, none of the projects were advanced for approval at the conference in 1983. Success in the development of H&I tools was not to be achieved for two more years. The committee improved communications with a growing number of area and regional H&I committees, while also reaching into many new institutions to start meetings.

On the negative side, there was growing resentment against H&I for their use of the “H&I can” to raise money. Some members and committees felt this was an inappropriate way to single out a particular effort within the fellowship, whereas other essential programs without a similar fundraising technique saw their activities suffer by comparison. The Literature and Public Information committees were particularly jealous. Bob spent a lot of time defending the use of H&I cans for raising money.

About the time of the convention, Greg decided to move again. The project he moved to Oregon for had not worked out and he needed to find work elsewhere. Among the alternatives was one suggested by Bo. Bo thought his silkscreen printing and painting business would be large and profitable enough to sustain Greg if Greg moved to Atlanta and took over the daily management of the business. Greg visited Bo in August, studied the business, and concluded he would give it a try. So during September and October, Greg and his family moved. Whether or not Greg gave any thought to the impact of his move on the final

termination of a relationship with Jimmy is not known. But after he arrived in Georgia, it became clear that Jimmy would have nothing to do with his former friend.

One of the delays with the production of the book was the WSO's decision (on the advice of their attorney), not to proceed until they had a release statement signed by Page, on behalf of the Literature Committee since they had earlier claimed to have copyrighted it. The WSO attorney had recommended this and they were complying. Finally, about September seventeenth, the manuscript and signed release from Page were received at the office. The board then felt secure in its authority to proceed with the printing. {232}

At an interim board meeting on September twenty-third, to which only four directors came, it was decided Thought Process Printers would become the book printer. Their verbal bid was an all-inclusive package – typesetting, printing, and binding – and was lower than the two written bids submitted. Thought Process was the company that had been producing nearly all the pamphlets and White Booklets for several years, and going to them was a natural course of action. This was the second step taken toward tragedy.

In early October, Jim wrote to the trustees, seeking a reversal of their September decision. His letter pointed out that only four of their members were at that meeting, not enough for a proper quorum. Further, he added, the motion was worded in a declarative manner, as a decision that “a subcommittee is null and void.” He argued that the trustees do not govern, but rather “provide guidance.” He presented other arguments too, and it was quite persuasive, or so he thought.

It is not known exactly when the manuscript was turned over to the printer, as the contract was not actually signed until October eighteenth, nearly four weeks later. It seems, however, that the action took place on October fifteenth, as that was the date a check was written to Thought Process for the initial payment. It is possible that someone decided to guarantee Thought Process Printers would do the work since the first payment was made the day before the board met next and the decision was reviewed once again.

One of the factors in the book production catastrophe was that many decisions, some of them major, were made between meetings. Frankly, this is normal for routine decisions. All businesses that operate with a Board of Directors leave the day-to-day decisions to the staff to be made between meetings of the board. Boards cannot realistically oversee and approve every decision in advance. Volunteer boards are expected to establish policy and make major decisions. The problems arise when the operational manager doesn't consult with the board on major decisions. This situation existed with the office at the time. The minutes of board meetings lack any mention of many of the substantial issues of the day about which the office staff was making major decisions.

Only five of the twelve members were present for the office board meeting on October sixteenth, an attendance problem that was becoming routine. The board acknowledged that the actions taken on September twenty-third were not valid. They proceeded to make the decisions over, but produced the same results. They discussed minor matters – packaging for the book when they mailed it and their {233} attendance problems – but the major decision was to select a printer. They again chose Thought Process Printers.

Professionals in the book printing industry would have quickly pointed out the vast difference between having a book printed by a neighborhood “print shop” and a book publishing company. With such a large project in the works, Thought Process demanded and received an advance payment of ten thousand dollars. As they actually subcontracted with a typesetting company to accomplish that task and had to pay for this service in advance, the payment schedule was not unreasonable.

The contract required Thought Process to print and deliver the pages to a bindery. There were to be pages for 2,500 limited editions and 9,500 regular editions. Their cost for this work was \$20,000. The bindery costs were not included. Bindery for a publication of this type in a small shop should have been about \$10,000 for the 12,000 copies being made. The cost of printing the cover would probably have added another \$4,000.

The typesetting apparently went very slowly, about twenty pages a day at most. Almost on a daily basis, Jimmy proofread them to identify errors and mark them for correction. Sometimes he was aided by

others. They were trying to be extra careful to avoid errors, but unfortunately the manuscript had a fairly large number. It was loaded with mistakes in grammar, syntax, and spelling. Jimmy was reluctant to make changes, knowing the accusations that would be made, yet he was unwilling to be responsible for publishing a book with so many obvious errors. Some corrections were made, but they were mostly at the level of punctuation changes.

On November third, Jim wrote a letter to concerned members, article contributors, and others actively involved with the NA Way Committee. He asked for help. He explained the difficulties he had been facing, particularly about the loss of the mail list and money. The October issue was then being printed but he said they only had \$240 in the new bank account. By the time the November issue was edited he hoped to have a cash flow adequate to the situation.

When the office board met on November eleventh, they made additional decisions about the printing. They considered sending a postcard to those who had ordered copies telling them when the book would be done, but the motion was not adopted. Proofreading was going along, although the work on it was still going pretty slow.

The fall trustees meeting was held on November thirteenth with eight of the twelve members present. They considered the letter from Jim M. They voted to reaffirm the opinion reached in September. They discussed election of officers, but elected to defer that until later. It was a short meeting. {234}

Four days after that trustee meeting, Jimmy found errors in the proofreading that were beyond grammar, syntax, or spelling. They were statements he believed were inconsistent with his understanding of the philosophy of Narcotics Anonymous. What these statements said, in effect, was that the service structure was not part of the fellowship. It was as though the office, trustees, conference, and regional and area committees were being taken out of Narcotics Anonymous. Jimmy knew that to publish such statements would clearly remove the office and those boards and committees as stable foundations for the fellowship.

Jimmy was in an awkward position. Since the conference meeting in 1978, he and his office board had maintained that the office was, in relationship to the conference and the fellowship at large, an outside issue. It was not under the direct control of the conference or the fellowship. The offending language actually supported that concept in clear terms, and was confirmation of what the office had been saying for years.

I believe he finally saw the error of that position, and although he was unwilling to publicly admit it had been a mistake, he realized he had to change it in the book. His public stance was to ignore the earlier statements and simply attack the offending language as being incorrect statements of NA philosophy. After discussing it with office President Phil P., he bravely decided to make a stand. I don't know if he realized or imagined the consequences, but knowing Jimmy, he was going to do what he believed was right, regardless of the personal consequence.

He called Chuck S. and Bob R. to inform them of the problem. A meeting was held that evening with at least six persons present. This meeting produced the fire that was to consume the fellowship for a long time. A memorandum was typed on December seventh that reported on the events and it reports:

On November 17th, 1982 having been apprised that there were some obvious errors (in) Traditions four and nine in the NA book a meeting was called.

Those present were Chuck S., (trustee chairperson), Bob R., (WSC chairperson), Phil P., (WSO President), Doug F., (WSO vice-president), Kevin F., (WSO board member). (Although not listed as being there, Jimmy K. was also present.)

The purpose was to arrive at a decision that would be suitable to the task. The information in question being in content, incorrect, and had to be dealt with before we could continue to print the book. (In) Tradition Nine – lines that were deleted were: “. . . none of them has the power to rule, censor, decide or dictate,” – this is {235} inconsistent with NA philosophy. (In) Tradition Four, “The answer is that these things are not NA (and) all else is not NA.” This is just not in content at

all true. Because all parts of the structure are NA, and bound by the Traditions, otherwise why have them, because if our service boards and committees are not a part of us, then why would they be bound by them.

The price of waiting would have been prohibitive because of the contractual agreements with the printer. The present members of all the service boards felt that we could take the initiative and make the decision thus stopping any further delay in the printing.

It is not unusual for the Administrative Committee to make decisions for the conference, nor the Board of Trustees making decisions for the fellowship in terms of Traditions, because this is their responsibility.

Those passages that were deleted were nearly (sic) incorrect. The people responsible for the overseeing caught the oversight, and corrected same.

Yours in service to the fellowship, all of the above.

Remembering the event some eleven years later, Chuck recalled that “after studying the sentences I too was convinced they needed changing. Several alternative ways of changing the wording were considered and finally one made the most sense. We each had our say, agreed to the change by signing the proof sheet page, and the die was cast.”

Jimmy reported and maintained until his death that the decision was jointly made by Chuck S., Bob R. and an officer of the WSO board. Chuck’s more recent recollection supports Jimmy’s memory of the meeting. Bob R. however, has maintained that was not the case. He claimed only to have acknowledged that Chuck had approved the change that Jimmy was going to make, but did not approve the change himself. Knowing Bob’s philosophy, and his sense of duty as conference chairperson, I find it hard to believe he would have felt he had the authority to approve such a change, even if he agreed with it. Chuck later felt that Bob had forsaken his approval when the heat was turned up over the delay in the actual printing. Chuck’s statements at the conference some six months later tend to support Bob’s recollection, although I have always felt Chuck took the lion’s share of blame in order to divert anger from others.

It appears the memorandum was written by Phil and not widely circulated. Fortunately it was written reasonably soon after the event and probably recounts the meeting accurately.

The office board met on the twentieth, three days after the book changes were made. They discussed work allocations among the {236} board, received a treasurer’s report, and discussed the book cover. “It was decided that the special edition would be two-toned, the color to be decided by the preference shown on the book orders. The service emblem will be on the spine of the book. It was suggested that we mail out post cards stating the date the book will be done.” They also discussed what to do about inactive members and poor attendance. Finally, Sally proposed a motion to open their meetings to observers, but not to allow them to participate unless invited by the board. Nothing appears in the minutes of the meeting about the special meeting three days earlier nor the change made in the Text!

A day before the next meeting, a letter came from Cindy D. expressing her interest, but explaining that travel costs made it impractical for her to come each month. She suggested a speakerphone in the meeting room would make it possible for her to be involved during the meetings. Also she suggested the agenda be sent in advance so everybody would know what was going to be discussed.

Just before the December board meeting, Thought Process was given a second progress payment of five thousand dollars. At the meeting two days later, the board seemed unaware of the firestorm that was about to engulf them concerning the change in language or the pending failure of the printer. They proceeded with business as usual, but finally resolved to send a member to meet with the printer and determine more fully what was taking so long. Also, “there was much discussion about a letter re: the changes to the Book, explaining the WSO’s action following the decision by the *Board of Trustees*. . .” (emphasis mine) but no action was taken! It is particularly curious that the directors didn’t vote to approve the change that had been made. It reflects the autonomy they allowed Jimmy to have.

There was an odd discipline at work among the directors. One group, the old directors, were extremely loyal to Jimmy and seemingly never questioned his judgment while leaving to him all the operational office duties. The new directors were opposed to most things Jimmy was doing, yet failed to challenge him or his decisions at board meetings. This issue was a good example.

The board did authorize funds at the December meeting for a part time employee to help do shipping in the office. Just before Christmas, Jimmy asked a local member and part time college student to work at the office a few hours each day shipping orders. The pay wasn't going to be much, he admitted, but it was going to be steady work. Greg R. agreed, and right after the holiday started coming in on most days for a few hours.

Greg reports it was a good place to work. Jimmy always had a positive attitude and was on the phone constantly responding to orders and requests for help. Only about half the orders actually came {237} in the mail along with payment. A large number were phoned in and sent out along with a bill. Greg was the first paid worker since 1973, nearly eight years earlier. {238}

Chapter Eleven (1983)

Tumultuous Times

Nineteen eighty-three was a traumatic year for the fellowship. Publication of the book was months behind schedule, the office was about to lose some fifteen thousand dollars to a printer who went bankrupt, word was about to spread that the essays on the Fourth and Ninth Traditions in the Basic Text had been changed without consultation with the fellowship, and Jimmy was going to be relieved from his duties as office manager. It was going to be a sad ending for the only continuously active member then alive who had been part of NA's birth.

Martin C. began the year 1983 with a meeting by conference telephone call to the Finance Committee. They worked over and revised guidelines they were going to send to the fellowship for approval at the spring conference. It was a successful call, with five of his eight-member committee participating.

It was not until the board met on January eighth that they finally took action on the printing delay. Their minutes tell the story more casually than the situation warranted, "Much discussion on book, if the material was delivered late to the printer or if the printer is liable for a late charge, more information is needed. Letter to fellowship concerning the delay in distributing the book, Kevin is working on the letter."

The letter was to address both issues and Kevin reported: "Deletion letter – letter has been drafted; Bob R. (visiting conference chairperson) feels that the letter should not be sent out generally so as not to create controversy, but included in the book; Phil wants a copy here at the office, Bob will send to regions and it will be included in the book. Sally will answer any correspondence re: above. Motion: Deletion letter be sent to regions and included in the book. Passed; unanimously."

The proprietor of Thought Process, a reputed heavy drinker, was now obviously failing to get the work done while at the same time calling for the next periodic payment. Phil or Jimmy visited the printer or called every day during December and January. On one occasion the printer showed them the press he was going to use once the typesetting was done. But after so many weeks they were finally {239} concluding that something drastic had to be done as pressure from the fellowship was mounting.

Members who had sent money for their special edition books were calling and writing. Area and regional officers were contacting the office, wanting to know when the books were going to be received. Since no one knew when the book would be ready, clear and definite responses were not given. But vague answers only raised the level of concern.

It was about mid-January that Bob R. called me to ask if I would be available to serve again as parliamentarian. Without hesitation I agreed, and wrote down the schedule. He didn't mention the problems they were wrestling with over the book. At first I thought it was odd that Jimmy didn't call, but later I learned it was another example of Bob exerting his prerogative as the person responsible for the conference.

The growing number of phone calls and letters arriving at the office following the January meeting prompted other office directors to finally conclude that action would have to be taken. Kevin F. wrote an open letter to the fellowship about the crisis on January 22, 1983. Although his letter concentrated on the production delays, giving dates of significant events, it included a reference to the language change. It said, "During the proofreading of the galleys, it was noticed that an error was made with respect to Traditions Four and Nine. A special meeting was called of the three world service arms of NA, and the error was corrected." His closing remarks contained this positive note, "As far as the actual due date? I can't be sure, hopefully by the end of February 1983, but maybe sooner." His optimism, based on assurances from Phil, was misplaced.

When Kevin's letter arrived in the hands of the Literature Committee, their deepest fears seemed to be

coming true. Frustration and anger against the office had been the general rule among them for two years. These disappointments were simply more fuel on the fire.

As the fire was growing in the east, one of those “minor coincidences” happened, and things were about to get better for NA as a result of it. Near the end of January, Phil was visiting a customer of his stationery business, and asked to use their phone to call someone to discuss the book problem.

Sitting at her desk while Phil used her phone to make the call was Jeanie, one of the principle employees of Valley Bindery Company. She had known Phil for some time, but didn’t know until that moment that he was connected with NA. After the call was over, Jeanie asked about the problems he had discussed concerning Thought Process Printers. Phil began to lay out their difficulties when Jeanie told him that her company had normally been doing all {240} of the bindery work (folding, collating and stapling) for Thought Process when they printed NA literature like pamphlets and the White Booklet. She went on to say that Thought Process had failed to make payments to them for work completed and owed them more than a thousand dollars. Phil decided that Jimmy should talk to Jeanie and see if she could help with the book problems. But after several weeks passed, Jimmy hadn’t called her.

Also in late January, Bob R. was having another meeting of the Conference Administrative Committee. The first item was discussion of the absence of the secretary and lack of any communication from her. She had been unreachable for months. Bob proposed, and the committee approved, the appointment of a “personal” secretary to take over. Preparation of the next *Fellowship Report* was about to take place, and they decided to include Kevin’s January twenty-second letter. A week later, notice of the scheduled conference was mailed. In the weeks that followed, Bob held periodic meetings to prepare the agenda mailing.

Sensing there was getting to be too much work to do alone, and recognizing there was money to pay for it at last, Jimmy asked a member to come to work in the office as a clerk typist. Her name was Sherry B., and she worked only a few months before deciding to quit. She was replaced by Jodi who was working at the office when I came to work in June.

On February twelfth, a cold and rainy night, the office board had its next meeting. A few hours before the meeting Phil had stopped at the printer’s and discovered the printing press that the book was to be printed on was gone. He then went to Jimmy’s and explained what he saw. Jimmy called Jeanie who said the guy must be skipping out, and he told Phil to go back and take everything that looks like it was related to the book.

Phil, Jimmy, Doug, and Jerry P. went over and collected everything they could find that looked like it was NA’s. The owner complied with their seizure of the material, even signing a release. Once everything had been picked up, they went back to Jimmy’s. Jeanie arrived later at the board meeting in the office and examined everything they brought back. She offered some suggestions about how to salvage the job. Jeanie was questioned thoroughly by the rest of the board; they even called the owner of her company to verify who she was. The board eventually asked her to quickly get bids from three printers who could finish the job.

Kevin reported he had been in touch with the attorney (finally) about changes to be made in the by-laws. However, Doug F. had also called the attorney and gave conflicting instructions. The board voted to designate Kevin as the only director authorized to work with the {241} attorney on that matter, thus assuring the conference intention would prevail.

Phil, perhaps sensing the explosive confrontation coming at the conference, submitted his resignation as president of the board during the meeting, but agreed to remain on the board. Although he cited increased personal business responsibilities, he probably didn’t want to endure an even more grueling confrontation at the conference than he underwent last time. Chuck G. was selected as interim president of the board. After concluding other business, they recessed the meeting until February seventeenth when they were to receive and act on any printing proposal Jeanie could come up with.

Word of the deletions in the text was leaking out, but surprisingly it had not reached some of the key people. Jim B. of the Michigan region had already sent a letter to the trustees on the matter. Chuck S.

wrote back on February thirteenth:

In Tradition Four and Nine there were found to be statements that, in my opinion, would have the possibility of making the NA *Service Manual* imprudent and would have caused disharmony among some groups at a later date. Therefore, I felt it important to delete from Tradition Four, paragraph two “the answer is that these things are not NA. . . . all else is not NA. . . . whether we choose to utilize these services is up to the group.” In Tradition Nine, paragraph two, “none of them has the power to rule, censor, dictate, or decide. . . .but they are not a part of NA.” The explanation for my reason - the Traditions supersede all other written matter. These statements are superfluous and would cause serious problems among the areas and regions should some group choose to take these at face value.

Chuck’s opinion was one hundred percent correct. About nine years later, some individuals elected to take it upon themselves to disregard the will of the fellowship by performing actions that would have been consistent with the deleted language. They began publishing their own version of NA literature. It was to cause disruption and chaos within the fellowship and cost NA over a hundred thousand dollars to resolve, if it is even resolved as you read these pages!

Word of the book fiasco was about to ignite the fellowship; Jeanie would have to work fast. She proceeded to patch together a team of local companies to do the work. She arranged for Dale Pettit Lithography to do the remaining typesetting and printing, her company (Valley Bindery) would do the cutting, folding and collating, while the book assembly was to be done by Weber-McRea Book Binders. This is what she was prepared to do if the board could ever reach a decision. Final authorization, however, continued to be delayed. {242}

Bob R. held another Administrative Committee meeting on February fifteenth. They accepted the elected secretary’s absence and lack of response as a resignation and appointed Carol K. as secretary pro tem. The rest of the meeting was devoted to working on the mail list for the *Agenda Report* and on the report itself.

A shift developed in the week between the office board meeting on the twelfth and the one on the seventeenth. Bob R. had previously either supported the change or had at least been compliant. However, he had come to the conclusion that the Fourth and Ninth Traditions language should be printed as originally adopted by the conference. He explained his position at the February seventeenth office meeting and urged the board to put the removed language back in or not print the books until the conference was over. The board was poised to comply with his request until it was decided to consult with the attorney on the matter.

After some discussion, Steve B. moved, “to disregard the discussion made in Traditions Four and Nine and to print the book as it was approved by the 1982 WSC.” The motion passed. He then moved “*to send the matter to the regions and trustees and abide by their collective response*” (emphasis mine). More discussion followed with no resolution. They recessed until the twenty-fourth.

Even before the trustees had an opportunity to discuss the matter, Kevin F. sent a second letter to the fellowship. The letter announced the seizure of incomplete work from the printer and delivery to another company. He added more fuel to the fire by stating near the end of his letter, “Progress is now at a temporary standstill, as we are awaiting legal advice from our attorney. His response is due by the Board of Directors meeting to be held on February 24, 1983. At that meeting we will act as per his direction.”

As it turned out, Chuck S. had not consulted with the other trustees until after the New Year began. Because Chuck had been the key person in changing the language, he knew he would become *public enemy number one* when the conference met. In his words, “I was going to resign anyway. I had been at this thing (leading the trustees) for too long and it was more expensive than I could stand any longer.” He was not the kind of person to take criticism lying down, but he accepted responsibility for having approved the change. Chuck believed his presence as chairperson would not be helpful when the matter was taken up at the conference so he made arrangements to resign as chairperson.

Carl B. had been angling towards becoming Chuck’s successor for some time. However, Chuck and a

few others were strongly opposed to letting Carl become chairperson. The day before the trustee meeting, Chuck and Bob B. visited Sally at her home and convinced {243} her to accept the chairpersonship. Sally was a particularly good choice, as her temperament and understanding served to help defuse conflict over this issue, and proved equally effective later in other matters. She was one of the few women with much clean time and was well respected by all who knew her. She got clean in 1969 and had been active in NA since then.

When the trustees met on February twentieth, Chuck announced his resignation and Sally was easily elected to succeed him. They went over the book problem thoroughly at the meeting, and Sally phoned the out-of-state trustees to discuss it with them. Of the original \$36,000 or \$37,000 collected from book sales, the printer had already received about \$15,000. The bindery company had received a \$2,000 deposit, and that was still usable. There was still about \$18,000 on hand. It was enough, but should they go ahead and print? The options were to print 5,000 copies with the original language, print 5,000 copies with the modified language, or print nothing until after the conference. The vote was divided. Two trustees voted to hold printing until the conference, three to print with the original language, and six to print with the language as amended.

The majority felt that the modified language was consistent with NA philosophy, while the original language was not. They decided that the office ought to print the book as modified. Even if the philosophical issues were cast aside, they probably felt nobody was likely to go and use over this issue, and having the book available in either form would help countless addicts find and maintain recovery. It was a tough decision. Unfortunately, it would have nasty repercussions for the trustees at the conference.

Although Bob R. had been at the November meeting when the decision was made to change the language, he probably didn't tell people about it until January or February. He may have concluded after some thought that it was wrong to change the words, or he may have been taking a private poll. But regardless of what shaped his thinking, by late February he was opposed to printing anything but what the conference had originally adopted. Even when the trustee vote was announced, his opinion did not change. I believe he was sensing the anxiety level over the delay, and recognized that when word about a language change became widely known it would cause an eruption of emotion and irrational behavior.

In the days before the meeting on February twenty-fourth, he began to receive input from regions and individuals. When the directors met on the twenty-fourth, Bob presented the input to the board. He showed a telegram from Texas voting to "print with or without deletions." From Georgia: "print without deletions"; Tennessee: "voting to hold book until conference." Mid-America: "voting to hold book." {244} Florida: demanding "halt to all WSO operations and the resignation of all WSO board members," and Philadelphia wants to "disband WSO now and hold publication of the Book."

The trustee recommendation was given and discussed, and the bids that Jeanie had developed were presented. There was dissatisfaction that more bids had not been obtained, but Pettit did have good references. Doug moved "to accept basic changes with the corrections," and that motion passed. The language of that motion is not really very clear, but it was a decision to proceed with the printing. After a little more discussion, they voted to proceed with the new printing arrangements made by Jeanie. They elected to consult with their attorney before printing, and resolved that each subsequent release of funds for printing would require prior approval of the board. At last a final go ahead! A contract was prepared that gave the office the ability to properly monitor the progress. Jeanie then shepherded the companies along until they were done.

But the meeting had one more twist before it adjourned. Bill B., who had missed most of the meetings during the year, but who was at this one, resigned from the board after announcing he had made complaints to the California Department of Corporations and the State Attorney General about how the WSO board had been conducting business. Bill was Jimmy's longtime loyal friend, but he apparently saw the handwriting on the wall and felt it was time to jump ship. It is interesting to note that Jimmy's name does not appear in the minutes of this or any other board meeting since the conference. It is never noted that he was

present or participated in any way. Apparently all of his input as office manager was through discussions with individual directors between meetings. But this changed at the next meeting.

The day before the directors met, an open letter from an unspecified person, but purporting to be from “The fellowship of Narcotics Anonymous” was sent to the office and distributed throughout the fellowship. This memorandum demanded the office respond to twelve questions about the halt in the printing (probably prompted by Kevin’s letter and phone calls to others in California who might have known what was going on). Curiously, there was no mention of the language change, only of the production problems and money loss. If they didn’t know about the language change when they wrote the memorandum, they were to learn about it within the next week or so. A committee (Kevin and Sally) was appointed to respond to the memorandum for the office. They did respond, but not until weeks later.

How it came to pass that Bo and Page learned of the language change is not certain. Bo expressed to me that he couldn’t remember, {245} and Page didn’t make himself available to discuss anything at all. But it is likely that Greg discussed it with them within minutes of his phone calls with Sally on February twentieth. They may have learned of it sooner, but the telegrams to Bob R., written just days before the February twenty-fourth meeting, suggest it was on the twentieth. It was hard enough for them to tolerate the delay in printing, but they and the army of literature volunteers would not sit still for an arbitrary change in the words their group conscience labor had produced. The war signal was given, and the battle began.

Reaction from Page was quick and determined. On February twenty-eighth, he wrote the office and announced he had revoked the right of the office to publish the book since they had not published it by the date previously specified, and they should cease moving forward to print the book. The office simply ignored the letter.

Page undoubtedly called Bob R., and Bob attempted to moderate Page’s response, but to no avail. During the following month, Bob tried to calm the waters when he could. As the conference drew nearer, Bob continued to press the directors to stop printing or change the language back.

On February twenty-sixth, the Administrative Committee mailed the *Fellowship Report*. It was a big package. It began with a letter from Bob and George, encouraging recipients to make copies and distribute them throughout the fellowship. An announcement was included that copies of all previous conference minutes could be obtained, for a reasonable fee, from Bo in Atlanta. In this way, there could be no doubt about what had transpired at the conference since it first began meeting. There were a number of attachments to the report, providing much information to the fellowship about what was going on.

In a letter dated March first, Page wrote to the fellowship at large. He addressed the failures of the office to perform its responsibilities properly and asked for a group conscience from each region on whether to print the book now or wait until the conference. He also asked whom the fellowship wanted to be responsible for the printing, and whether or not they wanted the Fourth and Ninth Tradition language returned to the original wording. The letter was moderate in tone and requested that replies be sent to the conference chairperson, which suggested he and Bob had probably talked about this in advance.

In the midst of all this turmoil, the office filed its annual IRS report forms. They show total revenue of \$85,508 and expenses of \$75,327 (\$30,469 for printing, which included payments on the book).

The trustees sent their own letter to the fellowship on March first, explaining the events as they saw them and describing their {246} reasons for approving the change. The letter’s tone was reasoned and factual. It contained an important signal that was the foundation of further trustee discussion in the matter. “We believe that the inclusion of this material in the book would create immediate and long range problems for the fellowship, seriously threatening the unity of NA and therefore *recommended* to the WSO board that this material not be included in the book” (emphasis mine). It is interesting to note that the trustees recommended and did not direct. This point was lost when the conference took place and the trustees were each judged on their vote. Other than Chuck, the trustees had never directed a change be made, and it is even questionable that Chuck had ever done so. They only made a recommendation. In the final analy-

sis, it was the office directors who had the ultimate control, and they exercised it.

Despite the trustees' calming report, opposition to the change and anger over the bungling of the printing spread across the fellowship. "They are changing our book and throwing away our money," was the cry heard at group podiums and business meetings all across the east and south. The feeling was that regardless of what the Text said, the conference (and therefore the fellowship) had approved it, and the language was de facto NA philosophy.

Telegrams and letters came from all over, including the Cleveland Area, the Pacific Northwest Region, the Volunteer Region (Tennessee), Philadelphia and Mid-America each expressing their views. Although slightly different, they were all opposed to what was going on. John F., the RSR from Philadelphia wrote by telegram, "(Greater Philadelphia) votes to defer printing until WSC in May and to disband WSO right now." These were discussed at the March eighth meeting of the Administrative Committee as they collated the *Fellowship Report* for mailing.

The next office meeting was held on March twelfth with Chuck G. acting as president. He started off by giving details of his discussions with the attorney. Chuck had given the attorney a copy of all their minutes, the conference minutes for 1982, the *Service Manual*, and all the communications from Page. After studying the material, the attorney advised printing the book saying that, "they had been given the duty to do this at the conference by the fellowship and they had an obligation to the fellowship to proceed until the majority of the fellowship advised them to stop." Despite this advice, Kevin proposed a motion to "not print the book until the conference" but it was defeated. The printing went ahead.

A discussion then ensued concerning election of someone to succeed Phil as president of the board. Although it was decided to hold the matter until a later meeting, the matter was decided by default. {247} Doug, who was the vice-president and wanted the job of president, suddenly resigned a week after the meeting. His resignation letter is touched with resentment and frustration at what he termed "betrayal" by the board members and by the 1982 conference. His feeling was that the spirit of compromise present at the 1982 meeting had been lost, and he didn't want to be involved in the mess any longer. Most likely he was also angry when he learned there were not enough votes to elect him president of the office board.

A few days later, Chuck G. wrote and mailed to the fellowship a three-page report giving the background to the printing controversy. It was a low key and calming report, and asked the fellowship not to respond to individuals acting alone but depend on actions from the conference as a whole.

Even while Chuck's letter was in the mail, a letter from Attorney Bob K. (Volunteer Region), who was assisting Page, was on its way advising the office not to print the book until after the conference. Bob outlined the foundation for his advice. He cited the Literature Committee's copyright, which might be used to contest the validity of the office's right to publish. He further cited as reasons not to go ahead the changed language and the financial loss caused by the bankrupt printer.

Apparently, Kevin felt the need to communicate directly with Page or Bob K. and several phone calls took place. A subsequent letter sent by Bob K. to Kevin suggested there might be no alternative but to use the courts to force the office to cease efforts to publish until after the conference.

As anger rose up, it grew beyond the printing fiasco and the changes made in the Text. It included having the directors and employees of the office removed, and, if possible, having the office moved to the east where it would be safe from the "self will" that seemed prevalent in California. This storm would not pass quickly, nor die without taking casualties.

The trustees were also a target, and anyone who supported the office decision to print the modified language was considered the enemy. The conflict struck particularly hard with the trustees. They were barraged with phone calls, mostly vilifying and angry. The special target was Chuck S., who would acknowledge at the conference that the change was, "in the main, his responsibility."

Bob R. called me again in late March, this time to discuss the minutes of the 1982 conference. He wanted my suggestions about how to handle corrections to them, as he was expecting many changes to be proposed. He wanted to avoid a long and wasted effort on them. I volunteered to write a report for him

with suggestions, which I did on March eighteenth. {248}

A few days later, I delivered the letter to his house, and we had a long talk about the printing fiasco and the language change. I advised him that the office as a corporation was subject to take its direction from the conference. I also asserted, however, that the office was a legal entity of itself, and though tied to the conference by moral and ethical bounds, could legally refuse the conference's directives. Only a court could legally force the office to give up control of the Text.

On March twenty-fifth, the Literature Committee sent to the fellowship at large a six-page manifesto explaining the committee's view of the conflict. This document outlined their demands and sought fellowship support for their attack on the office. The letter is quite compelling, and outlined a litany of wrongs committed by the office against the Traditions, the Steps, the conference, and the fellowship as a whole. It attacked the office for failure to be honest or to respond to the issues openly and factually. Their source of information was not revealed.

In one strong passage outlining the battle cry, the writers of the document stated, "WSO has demonstrated that it is incapable as a functioning organization and should either be disbanded and/or moved, reorganized and/or sued." They went on to outline complications the Literature Committee endured as a result of intentional unwillingness on the part of the office to help the committee as it strove to produce the book over a several year period. Before the letter was over it had enumerated a litany of WSO failures to properly fulfill its responsibilities. It ultimately suggested, "that the WSO be disbanded and declared defunct, and that we adopt a new structure for a true World Service Office of Narcotics Anonymous."

The letter was sent to a large number of committees and trusted servants. It arrived about thirty days before the conference and was followed by phone calls whenever possible. The letter was equivalent to a gasoline tanker truck explosion. Members, who may not have known about the problems, now knew. The word anger is not strong enough to describe how many felt after reading the letter. Many were absolutely livid.

The workshops held to write the book may have been unwieldy but they were supported by the members, and had built a large and devoted constituency for the committee. Many of these members and committees remembered the errors and oversights by the office over the years, and now the exposure of these recent examples of bad judgment and questionable actions was more than some could accept. There was a general swelling of anger against the office. Some voting delegates were hurriedly instructed through special meetings of their regions to take strong positions concerning the office. {249}

While the flurry of letters and phone calls was swelling to frenzied proportions, the office board met on April ninth. It was announced that the book printing was done and the printed product had been delivered to the bindery. The next item was election of a president. Only Chuck G. was nominated, and the vote was unanimous. The rest of the meeting was devoted to a review of the actions taken during the year to make sure that everything that was supposed to be done had been done. In the final discussions, they decided to have the attorney concentrate on revising the bylaws, consistent with the directions of the conference.

The hard work, knowledge, efficiency, and dedication that Jeanie put into publishing the book finally paid off. On Wednesday, April twenty-sixth, she and Jimmy went to the Weber-McRea Book Binders in his old pickup truck and took delivery of the first dozen boxes of completed First Edition Basic Texts. Over the following several days, the rest of the Texts were picked up. Two thousand five hundred special editions were received and two thousand three hundred and seventy regular edition Texts were received. Several boxes were then taken to Santa Monica when the conference began. Jeanie proved to be the unsung hero to whom NA owes a debt of gratitude. She produced a quality book, on time and with minimum expense.

The World Service Conference of 1983 opened on schedule on May fourth at the Retail Clerks Union Hall in Santa Monica, California, amid a very hostile crowd. It was quite a contentious environment with lots of private discussions shoring up support behind the scenes for one side or the other. There seemed to

me to be a lot of new folks present who were not elected delegates. In short order it became clear that a large number of regional representatives were openly against the office, along with at least half of the Administrative Committee and some trustees. Although the number of voting participants varied from time to time, there were eight votes from administrative and committee chairpersons and twenty-eight regional votes. Some of the trustees only came for parts of the meeting and several didn't arrive at all, so their voting strength was only five or six most of the time. Regional representatives had the clear majority of voting power at this meeting.

Battle lines were clearly drawn, and the early confrontations showed it. Reports from the regions were read, followed by an effort to present Administrative Committee reports, but they were postponed until the following day. The most unusual addition to the list of regions was the Greater New York City region. Their representative was Roger T., who had finally found himself a home group and had made himself indispensable to the new region. {250}

When work began the next morning, the minutes from the previous year were adopted with some changes. This was followed by rather quick approval of the work George had done in collating all the earlier changes to the *Service Manual*.

After several delays, at about two in the afternoon, Chuck G. began to present the office report. He gave an hour long, detailed explanation of what happened since the prior conference, ranging from the printing of the book to the changes made to the bylaws and the office financial report. He handed out a complete package of information outlining all the things that the conference wanted done during the year and showed how the office had completed or attempted them. He gave a factual and dispassionate report on the book production and its problems. He even included a minority report written by Kevin that outlined some of the issues from a different perspective. The minority report, however, was not critical of how things were being done now that Chuck was the presiding officer. As soon as he stopped talking, the motions began. The first, by Bob K., was to "mandate the resignations of all present board members, office managers and employees . . . and that the conference elect a new board." We then began a three-hour odyssey of motions, objections, amendments, and parliamentary convolutions.

What Chuck had said was not terribly important to most conference participants. They already had their minds set. They just wanted apologies, resignations and maybe even a pound flesh. For many, it was simply time to move the office away from California and put it someplace where "group conscience" was in control.

After the first two hours of this battle, Bob called a recess and we discussed how to get off this "fire truck going nowhere" and on to productive solutions. When he called the meeting to order, he announced there would be no further discussion of the WSO report. This brought fervent appeals to the decision of the chair and yet another hour of parliamentary infighting. As the parliamentarian, I was earning my keep that afternoon. Finally Bob had his way and called for the trustee report.

Sally spoke for about fifteen minutes, giving a short report that centered on the book crisis and the decisions related to it. As soon as she finished talking, they were immediately attacked for their role in the language change. In the course of the heated confrontation that occurred, Chuck at one point rose and told the conference, "I did it, and I told you all along that I did it; I called the chairperson of the Literature Committee and told him I had done it, the very minute I did it!" I later came to doubt Chuck's statement about "the very minute I did it" as there does not appear to have been knowledge of the language change among the Literature Committee members until at {251} least February. But by making the statement to the conference participants, Chuck was clearly attempting to take the burden of responsibility and allow the fellowship to move on to corrective action. Amid the questions that were tossed about, the motions began again; same motions, same people. After another hour of questions and motions, the meeting adjourned. No action had been taken to resolve the issue.

The following morning Larry N., the Policy Committee chairperson, moved that the conference bring from the table a motion from last year's conference. By a vote of thirty-six in favor and two opposed, the

motion was brought from the table. It read, "That only RSR's and State Representatives be defined as voting participants (members) of the WSC." The prevailing mood at that moment would no doubt have led to the motion's immediate adoption, but a discussion followed. The motion as it was written did not even allow for one vote for the trustees or any of the conference leadership. As they began to discuss the merits of each exception that was raised, the participants gradually began to see the wisdom of keeping the vote for the trustees and the others. Eventually a committee was created to study the motion and report back later.

Larry N., one of those who would be a key member of the standing minority, was then called as committee chair to make the Policy Committee report. He then proceeded to drag up a bunch of motions to amend the *Service Manual*, starting with the voting rights issue again. This went on again for nearly five hours, not counting lunch. In the end, all the changes were presented as a single motion, and it failed. By the time the battle was over, Bob K., wanting to get a sense of the conference's true position on the matter, asked for an opinion poll about the policy matters that were being considered. Only eleven indicated that they were in favor of changing the voting rights of any participants, and twenty-four said they were opposed. In those five hours, the fight to deny voting rights to trustees and others had been lost. Support for full trustee and conference leadership voting rights was secured, although the issue kept coming back at each successive conference for many years.

Mixed in with all the motions on the *Service Manual* was one from Rosalie R., the RSR from Florida. Her motion was separated out from the pack and became a substitute motion directed at how to deal with the lack of confidence in the WSO. Rather than disband the board or move to another state, this motion proposed in essence that the conference keep the existing WSO board (they were going to add four new directors, leaving nine conference-elected directors on the thirteen-member board), but have the board hire a qualified business manager. It was adopted with twenty-six in favor and five opposed. {252}

Page came to the podium next and gave his report and fielded questions. After an hour, he moved to adopt a series of pamphlets the Literature Committee had written or completed during the year. The adopted pamphlets were: *Am I an Addict*, *Just for Today*, *Living the Program*, *A Guide to the Fourth Step Inventory*, *Sponsorship*, *Triangle of Self-Obsession*, *Youth and Recovery*, *One Addict's Experience with Faith, Hope and Commitment*, *The Physician's Viewpoint*, *For the Newcomer*, *Use of Medication in Recovery*, and the *Starter Kit*. Failing to get enough votes were proposed revisions the committee wanted in the White Booklet.

Next came motions about the Basic Text again. A new procedural toy had been learned at this conference - to call for a roll call vote. As the motions on the book were moving toward approval, we began a series of roll call votes. This, I was told, was the only way to put on record who was going to vote which way on the Book. The motion they voted on contained this language, "That our book be completely returned to its approval form in subsequent printings." After considerable heated debate, it was adopted with twenty-four in favor and fifteen opposed.

Martin C. took the floor at 9:00 PM to give his treasurer's report. He was followed by Bob B., H&I chairperson, who began his report at 10:55. It was short and simple. So was adoption of his committee's proposed H&I *Handbook* and the "Do's and Don'ts" for H&I. At 11:30, Jim M. gave the *NA Way Magazine* report. Jim bemoaned the loss of the original subscribers list, the money, and that "very influential NA members (who) decided that the *NA Way* was a 'private enterprise'" and thwarted efforts to secure a broad subscription base. Success was achieved anyway, he reported, as "eight monthly issues have been produced and distributed since September and the ninth will be out in May."

Motions pertaining to his report began with a decision to send a telegram from the conference to Linda G., asking for the funds and the list. That was later done, but to no effect. Motions and discussion then continued for nearly two hours as Jim sought to build a firm commitment by the conference for the magazine. It didn't work. The best he got was a lukewarm statement "that the *NA Way* magazine continue as a fellowship project." Only nineteen voted in favor, fifteen opposed and seven abstained. Finally, at 1:55

AM we adjourned for the day - an eighteen-hour session!

At 8:40 AM, we began with the roll call for May seventh. The morning began by a reading into the minutes of a letter from the Tri-State region. It focused on the CARENA matter and concern over who really CARENA was and whether the ownership rights of NA literature were truly protected. The letter was entered into the {253} minutes, but we moved on after brief reports from PI and an ad hoc committee on conventions. Later an ad hoc committee to study the CARENA matter was appointed with instructions to report back to the conference.

Elections followed the CARENA discussion. The first ballots were for new members on the office board. Elected to serve on the board were Martin C., Vivian L., Mac McD., and Bob R. A pool of replacements was also selected in case vacancies occurred during the year, but it didn't prove necessary to call on any of them. About an hour after the elections for the office board, I found myself in a discussion with Keith S., the RSR from Ohio, about the management of the office. Our conversation ended with a direct question from him about my willingness to become the new office manager for the fellowship. I responded that if the conference wanted that, I would be willing to help in any way possible. In the hours that followed, he apparently discussed this idea with others, and Chuck G. asked me about it. After some discussions I suggested that I be retained in a consulting role rather than becoming a regular employee.

Bob R. was elected to serve another term as conference chairperson and George H. of Miami was re-elected as vice-chairperson. Carol K. of Los Angeles was elected as secretary, and Susan C. of Oregon was elected treasurer.

For the committees, John F. (Philadelphia) took over Policy; Gary J. (Ohio) would lead the Finance Committee; Ginni S. (San Diego) would chair the Literature Committee; John L. (Miami) was chosen to head H&I; and Charles K. (Ft. Lauderdale) was selected to run the PI Committee. Vice-chairpersons of each committee were also elected. As the elections wore on into the afternoon, Robin H. (Pennsylvania) and Cindy D. (Kansas) were elected as co-chairs of the *NA Way* magazine. It was an odd pairing, and it didn't work out at all.

Before the trustee elections began, the *Service Manual* was amended to specify that trustees would serve five-year terms, but would be reaffirmed annually at the conference. After this motion was adopted with thirty-eight voting in favor and none against, the follow-up motion required each of the existing trustees to immediately stand for reaffirmation. This was adopted with thirty-seven voting yes and none voting no.

First, however, they decided to nominate new trustees to fill the vacancies on the board. Eight were nominated. The existing trustees were then nominated and required to give their qualifications for the position. They received a particularly stiff grilling about their participation in the book issue and other things. Each was specifically asked how they had voted on the book change issue. Slowly they {254} were reaffirmed: Mike Bohan (non-addict, Virginia); Jack B. (North Hollywood, CA); Carl B. (Covina, CA); David C. (Anahiem, CA); James D. (Victoria, BC Canada); Sally E. (Orange, CA); Jim N. (Lincoln, NE); Greg P. (Atlanta, GA); Chuck S. (Whittier, CA). Although Chuck had been reaffirmed, he submitted his resignation effective at the close of the conference. Around 5:30 PM, the conference adjourned so the committees could meet.

I joined with the ad hoc committee that had been created to look into the CARENA matter. We discussed ownership of copyrights and publishing under a fictitious name, but the committee was hampered by the lack of related documents upon which to base any action. Since the committee, by and large, lived outside Los Angeles, they asked me to conduct the investigation for them. Chuck G. was with the committee and also president of the office board, so he agreed to get all the documents I needed or requested in order to prepare a report over the following months.

That evening, a meeting of the office board was held. Both old and new directors were present. They discussed about how to proceed with getting edition two printed. Vivian, a new office director with printing industry experience, showed by her participation that she was quite knowledgeable on the subject. She

was given substantial responsibility to gather information and prepare the board to make decisions at their next meeting. They also discussed the idea of having me work for the office.

Roll call the next morning came at 6:40. New nominees for the Board of Trustees gave their qualifications, and five were elected to serve for five-year terms: Sydney R. (Los Angeles); Bo S. (Marietta, GA); Steve B. (Santa Rosa, CA); Bill G., and Dutch H. (both from Philadelphia). This brought the number of trustees to fifteen. However, before the next conference, two would resign.

Shortly before eight o'clock, Keith got recognition from the chairperson and told the conference about the discussion we had the previous day. From across the room, he openly asked me if I would become the office manager if the job was offered to me, and he wanted a public answer. I responded to the conference that I would be willing to do whatever the conference wanted me to do. Keith then proposed a motion, seconded by Jim T., the RSR from Tri-State, "that the WSC invite the WSO to appoint Bob S. as its office manager." It was adopted by a unanimous voice vote.

There was a lot of yelling and applause as those wanting a change felt that I would provide the kind of objective and deliberate support I had provided in the role of parliamentarian. Having me take the pressure off the office would forestall efforts to move the {255} office, as most people felt they could work with me and not feel I was helping their opponents.

This sudden turn of events, however, was not without negative repercussions. The conference had given no thought to Jimmy and the fact he was still the volunteer office manager. The adopted motion did not address how Jimmy was to be handled, and whether or not he could remain working in the office in a voluntary capacity. It was later claimed by more than one member that they had immediately called Jimmy and told him what took place. One such individual told of having called Jimmy and with delight saying, "We got you now. You're out of there!"

Overnight, Chuck G. had picked up most of the financial records that had been requested by an ad hoc committee directed to review the WSO financial records. Martin and Chuck met with me around ten o'clock and suggested, since it looked like I was going to help them get the office straightened out, I might start by going over the financial records and making a report. They gave me everything. About a week later, I finished and mailed the report.

Several hours later Martin proposed a motion to give recognition for the years of dedication and sacrifice Jimmy had provided, and it was unanimously adopted by voice vote. It read, "the Secretary of the WSC be instructed to prepare a letter forthwith to be addressed to Jimmy K. stating that the members of this conference send our support, love and gratitude and wish him to know that in the hiring of a manager for the business of the World Service Office it is our intent to free him to do that which he does best - carrying the message to the addict who still suffers. For his willingness and untiring loving service we are ever grateful." No one ever told me later if such a letter was ever prepared or sent.

The treasurer's report handed out by Kevin showed that a total of \$12,440 had been received. Expenses were \$7,927, leaving a balance for the next year of \$5,113. [Stone: Again, when the math doesn't work and we don't have the records Bob was working from, we'll leave the numbers as they are to give you the general picture he was trying to provide.]

The conference concluded later that day, but not before giving the office the responsibility for being the publishing and distributing agency for the *NA Way* magazine. This change in publication responsibility was not a magic solution to the magazine's problems. As the conference was winding down, Bob R. presented Bo with a copy of the Basic Text, signed by everyone who had been at the conference, in recognition of his dedication and sacrifice in getting the book done. It was a fitting gesture, but small compared to the cost to his personal life the work on the book had caused. {256}

Among the brief conversations I had as the conference closed was one with Chuck G. He suggested we wait a week or so and then get together to discuss putting the motion to make me the office manager into effect. The office board meeting was the second Saturday in June and he felt the board should take action at that time. I agreed that was appropriate.

The conference adopted a number of other important motions that established new operational policies and set forth a work plan for several committees that would concern me and the office over the following months and years. Among those items were determinations to continue to make periodic written reports to the fellowship, a better schedule for the next conference agenda, an aggressive work plan for the Literature Committee and development of public information material.

A week passed and Chuck called to set an appointment. We met for coffee the following day and discussed different ideas about the conference action. We first discussed what Jimmy had been told and what his feelings were. Chuck admitted that he had not told Jimmy anything and thought he was unaware of the pending change. I told him I was unwilling to take the job unless Jimmy was treated with respect by having all this discussed and talked out. Chuck agreed this was important and promised to have that discussion, though he dreaded it. Jimmy was his best friend, his sponsor and a person he loved very deeply.

Although my personal business office was less than a hundred yards from the WSO, I had never been in the WSO. I was not sure of its real problems so I suggested we should start with a ninety-day consultant contract with the intention that I spend the ninety days getting the office properly organized and then go through an open employee selection process to find a permanent replacement. Since I had seen the office financial report at the conference, I was aware of its condition. I suggested a salary level of \$1,500 a month which would make a yearly salary of \$18,000. I felt the office could reasonably afford that, and it represented what an office manager in such a small office could appropriately be paid. We decided to meet jointly with Jimmy a few days later to discuss, in general terms, what needed to be done at the office.

We met at the office with Jimmy for about an hour a few days later. Neither Chuck nor I approached the discussion in a manner to convey that Jimmy was being replaced. Our discussion was centered on ideas about modernizing the office and getting more employees. Jimmy gave me copies of checks and other records that I needed so I could complete the financial review the conference ad hoc committee had asked me to conduct. Without going into details, Jimmy revealed {257} some of the weaknesses that the office had to cope with all the time. It was clear to me by the end of our discussion that Chuck had not discussed with him the conference's intent to replace him.

Chuck and I had another meeting a week later to discuss final suggestions about the meeting. At this meeting too, it was clear that nothing had been discussed with Jimmy.

As the June meeting approached, I was still busy with my other consulting work. My last discussion with Chuck had been on June fifth to verify the time of the meeting at the office; I expected no further contact until I arrived there. However, on Thursday morning I got a call at my office from a woman who, through her tears, said she was Jodi and worked in the office.

She was very upset at what was going on about Jimmy being replaced and she said no one had even told Jimmy anything about it. I was quite unhappy at this and said I would come right over. Since my office was so close, I was there in a few minutes. Through her tears she told me, Jimmy had no idea what was going on, and it was unfair to treat him that way after all his years of hard work, sacrifice, and service.

This was the one thing I had stressed in my conversations with Chuck that I did not want to see happen, and it had happened anyway. It was not right. It was unfair to Jimmy, and I did not relish taking over an office with one employee who was angry at me for how the former boss was treated and removed. I called Jimmy and said I wanted to come over and talk and I would bring Jodi. As always, he was happy to see me and invited me right over. We locked the office and took my car to Jimmy's house, a distance of about a mile.

Jimmy welcomed us in and was in a pretty positive mood, though I could detect some uneasiness. Betty made some tea and we talked. With Jodi's face red and flooded with tears, there was no sense in trying to beat around the bush. In a straightforward but caring way I gave Jimmy all the facts, the sequence and substance of conference actions and meetings I had with Chuck. He did not respond with violence of thought or action. He fully appreciated the position I was in and was glad I had responded to Jodi's call by coming to talk with him. He was certainly displeased with the things I said, but he was not angry at me for

having to be the messenger. We talked about a lot of things, and after a while he was putting across ideas and suggestions he thought I might be able to put into effect that he never could. After about an hour and a half, we left and I took Jodi back to the office.

I was quite angry with Chuck for not having discussed all of this with Jimmy, but I really understood his reluctance to have that confrontation. I didn't ask Chuck about it for several weeks, and then {258} only because we were both getting so much flak from Jimmy's close friends. He expressed regret at not having done what he was supposed to do, and subsequently wrote an explanation and apology that was published in the August *Fellowship Report*.

Even if Chuck had talked to Jimmy about his removal as I expected him to, it would still have been a strange situation. It was hard for me to believe that no one had explained to him what had taken place at the conference. There were lots of people who went to see Jimmy at his home after the conference was over. And there had been a half dozen of his sponsees in the conference room when the decision was made. It is unimaginable that none of them had the wisdom or courage to talk with him about it. A whole month had passed, and people all across the fellowship knew what had taken place. Over the next few years, two different people claimed to me that they had called him right after the vote, one to tell him as a friend, while the other claimed he was being vengeful.

I always suspected he knew, but maintained that he had not been told. I was quite often vilified by his closest friends during the first year for having the gall to take the job, pushing aside the man who had been so vital to the birth, stability, and growth of Narcotics Anonymous.

I never felt wrong in having accepted the job, as the board would have filled the position with someone else had I refused. Or worse, the office might have been moved to the east. However, his removal was accomplished with callous lack of dignity and respect for a man who had been dedicated to Narcotics' Anonymous for so long and who had done so much for the fellowship. It was indeed a sad ending for a man who had done so much for NA. Seven years later, when I was replaced, the same disregard for dignity and respect was visited upon me. {259}

Chapter Twelve (1983)

A New Beginning

In ninety days, we were able to transform the office from a volunteer operation that was failing into a moderately successful business venture. The fellowship needed a business office and expected it to be run efficiently. This we were able to accomplish. We hired more workers, initiated new systems and controls, and paved the way for serving an ever-growing fellowship. There was a lot we couldn't accomplish in ninety days, but we went a long way to lay the foundation for what was to come. A willing Board of Directors, along with support from the trustees and conference leadership, made it all possible.

Chuck called the office board meeting to order at 6:00 PM on Saturday, June 11, 1983, and most of the directors were there. As he led the board through the agenda, I listened as they addressed one item after another, discussing and then making decisions. They started with an expansion of the board to include thirteen members in accordance with the number that had been elected. Immediately following was the election of officers. Chuck was reelected as President; Kevin F. as vice-president; Vivian L., secretary; and Martin C., treasurer.

A detailed report was given by Vivian on publication of pamphlets and the Basic Text. She had been engaged in the printing trade for several years, and the board appeared to have confidence in her printing judgment. Vivian had done considerable work since the conference and was prepared to offer a number of motions, most of which would be adopted. They included details about the book cover material and color, paper quality, print size, style and quality. She requested that the typesetting be done in San Francisco, where she could maintain close supervision. She presented four bids along with her own recommendation that they choose Publishers Press in Salt Lake City. After some discussion, it was decided to go with them, subject to a visit to the plant by two directors.

Vivian was organized and quite methodical. She tended to be strongly opinionated and resistant to changing her views, but she knew what she was talking about, or did a good job of bluffing. Most of her publication suggestions were adopted, and she continued for {261} more than a year to have a strong say about printing plans and policy. At first, it was good to have someone besides myself who knew printing, but later on, we would have disagreements.

When the office manager item was taken into consideration, I presented my proposal for a ninety-day contract. The board unanimously adopted it while setting monthly compensation at \$1,667 and directed me to prepare a written contract. Following this, they decided to immediately take over the printing and distribution of the *NA Way* magazine since the conference had given the responsibility to the office. They also raised the price to \$1.25 per issue.

Before ending the meeting, they unanimously adopted a motion to “make Jimmy K. an Honorary Life Member of the Board of Directors.” It was left to Chuck to convey this honor to Jimmy at his convenience.

After nearly three hours of constant work, we retired to a restaurant for dinner. Upon returning, I was given a set of keys and told to start work on Monday. There had been few instructions about what I was to do, how I was to do it and what I could or should not do.

About two o'clock the following afternoon I let myself into the office and began carefully looking at what I had gotten myself into. I knew that regardless of what I did, it would be a new beginning for the office and for the fellowship as a whole. In about an hour, I concluded I had gotten myself into one hell of a mess! There were strange things about this office I had never seen before, and these became the first targets for my list of initial objectives. I selected the desk I wanted to work on (one of many army surplus metal gray desks) and moved it to where I wanted to be.

I then began to bring over to the desk the piles of paper I was immediately concerned about. Upon

closer examination of these papers, to put it in blunt terms, I was shocked! Around the office, in different locations, were piles of literature orders with the checks or money orders still attached. There were literally hundreds of orders in different piles with checks dating back weeks and months. I thought this was crazy! No company leaves checks attached to orders in loose piles for months scattered all over!

Careful examination revealed that each pile of orders was matched with some item on the order form that was out of stock. However, a little addition revealed there were orders for more of everything than we had quantities with which to fill them. It was no wonder that people complained about never getting their literature. Only months later when I listened to Jimmy share at the New York World convention did I really understand why this happened. Jimmy was a very ethical and honest man. That, combined with his Irish sense of order, forced him to delay depositing the checks or money orders until he packaged the order for shipment. Unfortunately there {262} was never enough money in the bank to pay for ordering large enough quantities of literature to be able to fill orders *immediately* when they came in.

Another strange thing I discovered that afternoon were notes taped to each desk and on the wall in several places. There were lots of notes, but one note was in about six places. It was identified as the IRS number and looked like the tax identification number assigned to a business. Knowing that was not information you leave hanging on your office wall, I took down all the notes containing that number and threw them away.

I was in at nine Monday morning and met with Jodi to talk about the changes I intended to make. I wanted her to answer the phone for a few days and keep calls from me unless it was one of a few people I wanted to talk to. I needed to get all those checks and money orders into the bank, to order more of everything to build up the inventory, and to get the place better organized before I was sidetracked into lots of phone calls.

After a while, I went to the post office to get the mail. While I was gone, Jimmy came by. As Jodi related it upon my return, Jimmy walked in the door saw the desks rearranged and said to Jodi, "I guess they don't want me around anymore." He put down the papers he brought, turned, and left. Until we moved some months later, he visited the office about a dozen times. I was very sad that he took my Sunday efforts as an affront. But he never said a word about it in any of the conversations we later had.

I could not find a ledger book, so a little later I called Jimmy. He told me where to find the mimeograph forms he had prepared and used for recording financial information. They were homemade, single line work sheets on which he recorded the date, the person's name and address, and the amount of payment. That was all. There was no chart of accounts for income or expense and no order reference system to match order forms with entries of payments received. In fact there wasn't even a page that listed all the checks or cash expenditures, there was only a checkbook for that. I had to start from scratch and develop these and other financial tools.

I began to prepare the checks and money orders for deposit in the bank. There were so many that it, actually took me until Thursday afternoon to get them separated from the orders and the money deposited. There had been over \$13,000 in checks and money orders lying around the office!

Jeanie came into the office On Tuesday afternoon, introduced herself, and said she was here to deliver five thousand White Booklets. As we unloaded her truck, we talked. She said her bindery company was placing all the printing orders for the pamphlets since the {263} work was taken from Thought Process printers. She parceled the work out to different printers who could get the work done right away or offered a lower price and also gave us the "overs" without additional cost. This meant we got a few hundred extra pamphlets when we ordered, say 5,000, but we didn't pay for the overage.

I instructed her to triple the normal quantity she ordered and to make a rush order today, as I was pushing through a large stack of orders and we would need the pamphlets. We also talked about the new pamphlets being typeset in San Francisco along with the book. I expected them soon and would need rush orders for them also. She called me about two hours later to tell me the orders had been placed and we would have the pamphlets within ten days.

That afternoon a man named Greg R. came into the office and announced he was the part-time shipper. Jodi had told me about him shortly beforehand. Greg turned out to be the most valuable asset in the first months of my work at the office. His dedication and loyalty to NA really paid off. He was a fulltime college student and worked twelve to twenty hours a week filling orders. He was very quick and precise. I explained that we needed to get every order filled, and I was, by then, passing over to him a large stack of orders I had taken checks from. He was pleased with this change in events and went right to work. And as he did, we would talk, carrying on a conversation from across the room. In time we became friends.

Chuck also came in later in the day. I showed him what I had been doing and laid out my plans for the week. He was satisfied and indicated he would stop by on Friday afternoon, as was his habit, to read letters from the fellowship and write responses when they required it. I was glad for that, as I had discovered a large pile of letters that needed replies that I couldn't supply.

On Wednesday, Jodi answered a phone call and after looking for, one of those notes I had taken down, asked what I had done with the IRS number. I asked her why she needed it and was told the caller wanted to open an NA bank account in Florida and needed that number to give to their bank. I was shocked again!

After a brief debate with her, I relented and allowed her to give out the number. She told me they gave the number out every day and that hundreds of people used that number. I quickly concluded we were in a mess over this already and a few more accounts using the number wouldn't make it any worse, at least for a few days.

By Thursday afternoon I finally got the last of the checks into the ledger and deposited in the bank. Some of the checks were two or three months old and I was not sure they were all still valid, but I put them in anyway. In addition to checks piled around the office, I found several folders in a file cabinet with checks attached to orders. {264} I made some phone calls to the people who had sent them and a few calls to the banks the checks were issued on. Most of the customers still wanted the literature, so I added these to the growing pile for shipping. Altogether, there were over four hundred orders. It took us weeks to get all that we had in stock shipped, and place the rest on back order while we waited for more to come back from the printer.

Bob R., the World Service Conference Chairperson called Thursday to see how things were going. I gave him many of the details but he wasn't really surprised. He said he suspected the problem about unfilled orders, was pleased I had taken such direct action to get the money in the bank and fill the orders. He volunteered to help, an offer I accepted, but suggested he put off coming in for a week until I was better organized. Bob and George, his vice-chairperson had been at the board meeting and talked with each other by phone almost daily. In the months ahead, one or the other was in contact with me every few days.

The office had one old typewriter that didn't work very well, so I brought my own which worked okay. Although we then had the office typewriter serviced, it was beyond help and soon broke down again. So we used my typewriter until the fall when we purchased a new one, but by then we needed more than just two typewriters. The photocopy machine situation was about the same. It was awful!

I got to know Jodi a little better during the week, which was both good and bad. Her emotions seemed to change several times each day, and she always looked like she never got any sleep. She was often short-tempered about little things, and was always looking for some paper she had carried to another place in the office and forgot where she put it. Jodi had been hired only a few months before. She said she had about six months clean time and went to meetings every night. I asked her to change how she answered the phone and told her what to say about orders when people called. By the end of the week I was sure we could get along. I had her packing orders and answering the phone. We all helped in some way in getting out orders; that was our first priority.

We had a few visitors come by to purchase literature or just say hello. Most were curious, as word about me was getting around through local fellowship. Two visitors came by to "get in my face" and question my integrity over what they believed was my role in kicking Jimmy out of the office. Regardless of what I said, there was going to be no reconciliation with a few people who were very close to Jimmy.

Chuck came in on Friday, and we went over what had been done during the week. He was amazed at the amount of money that we put into the bank. We visited the bank and changed the signature cards so I would be added to the list of signers on the accounts. He {265} went through some of the correspondence, a pile about eight inches high. He wrote a few letters to people needing help. Chuck continued to come to the office on Fridays for a long time to answer correspondence, discuss what had taken place, and plan for the next week.

I worked most of that first Saturday, but went sailing on Sunday. On Monday morning I began to accept phone calls for inquiries of all types and to return calls I had not accepted the previous week. Most calls were about orders. A few were from people wanting to get acquainted with the new office manager, but some were requests for help on problems their group or area were facing. I took notes about the requests for help, and began calling board members to ask them to return the calls. I spent a lot of time filling orders, and the pile was getting smaller.

Our supply of "Welcome" key tags ran out on Tuesday. I called the supplier and discussed the situation. He told me there was a thirty-day turnaround time from the date we placed an order. I nearly went crazy! "What do you mean a thirty-day delivery time? I've got orders piled to the roof and no key tags. You've got to get me key tags of all colors immediately." Well, he promised to rush the order, but it would still take thirty days.

The next time Jeanie came in, we talked about the key tag situation and I sought her help. A few days later she called to tell me she had found a plastics manufacturer in Rhode Island that offered to make our key tags more quickly and at a lower unit cost. I reported this to the board in the next weekly report, and working through Jeanie, I had a typesetter make the proper artwork to be sent to the company. It took five weeks but we began getting the key tags in much larger quantities and we saved six cents on each one! That company made the key tags until 1991, still at a lower price than the original supplier nine years earlier. By finding this direct supplier, Jeanie saved the WSO about a quarter million dollars over the seven years I was with the office. We also reduced the price.

We were out of stock on the blue or regular edition of the Text as all of them had been sold or shipped before the board meeting. We started a back order system and sent letters to each person who ordered them explaining the delay. Since the typesetting was not even done, the books would not arrive for many months.

We were also out of a few other things for a few days or weeks during the first months. It took a while to get adequate quantities in stock sufficient to meet the demand. The back order problem was not caused by a lack of money. At the end of June there was over \$51,700 in funds in savings or checking accounts. The problem was these assets had simply not been turned into inventory yet. {266}

I soon had to turn my attention to tackling another big problem. When the Text had been delivered during the conference, boxes and boxes of them were given to individuals on consignment. There was no accounts receivable system, so no follow up on those sales existed. I spent a lot of time on this matter, sending letters and making phone calls. There was over \$22,000 in orders for books that had been taken or shipped. Within a few days of when I reported this to the board, I found a folder with another \$16,000 in literature orders that had been shipped, again with no payments received. Over the next six months we were successful in collecting \$35,400 of the nearly \$38,000 in accounts receivable due when I started.

On Wednesday evening, I wrote a letter to the Board of Directors giving details of the first ten days. This was the beginning of my reports to the board I called the Monday Morning Report. I tried to write and mail them by Friday each week, so that some might arrive in the Monday mail. For the next few months these reports went out nearly every week so the board would know the problems I encountered, what I was doing about them, and any suggestions I had for them to consider at the next meeting. Copies were also mailed to Sally and the Administrative Committee.

Another issue had been on my mind since the first day. The order form did not include a charge for sales tax to California customers. I knew we were required to charge and collect sales tax. Just to make it

official, I verified that we were required by California law to do so on sales to California buyers. I informed the board and suggested we apply for a sales tax permit, even though we might be required to pay a penalty for not collecting taxes on sales made in all of the previous years.

With so many serious things going on that impacted the office financially and operationally, I grew concerned that the members and groups across the country should also become informed. I decided to initiate a monthly report to the fellowship on the problems and plans related specifically to the office. Using the recent report to the board as a basis, I started gathering information. Jodi put together a list on gummed labels of all the conference participants, region and area committees, large literature customers, and a host of other names to use as our mail list. That took her several days to accomplish and I used the time to complete the *Newsline*. It wasn't very pretty, but it was not intended to be. I just wanted to get information out to the fellowship.

We mailed the First Edition of the *Newsline* on June twentieth, 622 copies in all, folded, stapled and mailed manually by the WSO staff. I felt it was important to show the fellowship that real changes were being made and that we were interested in sharing information {267} about the office. The positive reception showed it was a good idea, and the board was quite pleased. It began a process of reconciliation that helped heal the wounds of years of antagonism. I made one unfortunate error with that mailing. I was called a few days later by a member in Memphis who complained, rightly, that the *Newsline* was not enclosed in an envelope, and his postal carrier probably now knew he received information from Narcotics Anonymous. I felt terrible. But I didn't make that mistake again. Thereafter, I was always conscious of preserving anonymity of our members, and tried to do so in every way.

Jimmy and I had a long discussion in his kitchen in late June. I outlined a number of things I felt he could and should be involved in that the fellowship needed. I stressed the need for him to write about the early history of NA and travel across the fellowship to speak and share his recovery in person. I expressed the conviction that the board would come up with the money for both ventures. As I later reported to the board, he responded that he would like to do some of those things, but he needed a rest for a while and to work around the house. Unfortunately Jimmy didn't get involved again.

As the third week came to a close, I prepared another report for the board. It reflected progress, but it also pointed to a new supply of issues we were working on, particularly groups using the office ID number to open checking accounts. I advised the board that this practice had to stop and an alternative solution found. We were still not getting orders shipped as promptly as we needed to, but we were making progress. I was working twelve hours a day and getting great support from Jodi, Greg and the board, as well as everyone that called or came by. But the mountain of work never seemed to get smaller.

In late June, Bob R. and Vivian went to Salt Lake City to inspect the printing plant. Their report was very favorable, and an agreement with Publishers Press for producing the Text was approved at the July board meeting. They had the kind of printing machinery that used huge rolls of paper, like newspapers are printed on – a far cry from the equipment of Thought Process Printers. The actual printing would take only a day, but the various elements of pre-printing, preparation, and then assembly after the printing takes a long time. They promised delivery of the books within sixty days of receipt of the typeset galleys.

When the typesetting was complete, a proofreading session was held in San Francisco. Ginni S., the new conference literature chairperson; Bud K., her vice-chairperson; Sally E., Bob R., and Vivian from the board got together and carefully examined each page of the Basic Text, marking corrections that needed to be made. These corrections were verified after being re-typeset. This process took {268} several weeks, and the finalized typeset galley was sent to the printer on July sixteenth.

As June was ending, we sent a letter to Bob R. and Sally explaining that we had been trying to get copyright release forms signed by originators of six stories that were to be printed in the Text. If we didn't get them, we wrote, the stories would have to be omitted. Sally and Bob sent letters to the fellowship at large and we didn't have difficulty with the fact the stories were left out.

As the July board meeting approached, I developed and mailed to the board a package of information.

It included an agenda for the meeting, minutes of the June meeting, a financial report, and an inventory report. This set in motion a practice of sending the agenda and minutes in advance and keeping the board informed with written monthly financial and inventory reports.

Just before the end of June, Chuck called and asked me to make a check out to Jimmy. When he came by to pick it up he explained the old board had voted to pay Jimmy two hundred dollars a month as a storage fee for all the boxes and office stuff at his home and for his expenses as office manager. I brought this up at the July board meeting and they decided to approve the payment as a continuing expense. We paid this stipend monthly until Jimmy died two years later. At the time Jimmy died, Chuck was no longer on the board, so when I discussed continuing this payment to Betty, it failed to get enough support with the board. I considered it an unfortunate decision, and the office never got the records that had been in the house. And no one was really gutsy enough to discuss ownership of those records anyway.

A lot was accomplished at the July board meeting. Twenty-three motions were approved covering a variety of issues, including selecting paper stock, and cover material for the book, requiring copyright releases for stories to be included in the book, approving the Basic Text printing contract, purchasing a computer, decreasing the price on key tags from \$.30 to \$.25, authorizing me to go to the World Convention, and taking action on the sales tax problem, just to name a few. The meeting started at 5:50 PM on Saturday, later recessed an hour for dinner, and adjourned at 2:34 AM. It had been a long meeting, and we were all exhausted.

Another problem that kept nagging at me during the first month was the *World Directory*. A *World Directory* had not been printed in two years, and everyone wanted it done. An attempt had been started the previous summer, but much of the data had been lost because of a malfunction in the word processor. The word processor had been purchased in 1982, but it was so old at the time (about ten years) that we couldn't get the right kind of recording tapes for it. There {269} was no instruction manual, and simply put, it was a crummy machine. The information was recorded on a tape cassette but there was no screen, like computers have, so we could never tell what we had unless we printed it.

Two women had been working on it on a part-time basis several evenings a week for almost a year. At the July meeting, the board voted to continue the project and publish the directory as soon as possible. Work was resumed, but it was not ready for printing until October. In August we sent a draft of the information to the RSR or other significant people in each state asking for their corrections and input. These were returned with many corrections that had to be entered. After much delay the directory was completed and eventually sent to the printers.

A good part of every day was spent on the phone talking with people on all kinds of issues. Board members called, or I called them; a few trustees called and there were a growing number of calls to Bob R. and the conference committees. One of the regular calls was with Robin H., editor of the *NA Way* magazine. I knew her from the conference. She was talented, capable, and friendly. She was a dedicated member and believed in the magazine's ability to share recovery. Unfortunately I was in an awkward situation, as I knew more than a few of the directors didn't like the magazine and wanted to kill it. There were problems to contend with, and the directors were not quite as flexible as Robin wanted them to be.

From time to time I needed to ask Jimmy about things he would know that I did not. I simply called him and we talked. He was always friendly and helpful. Also, members continued to send letters to him and call the office to simply talk. Jodi or I would pass these messages to him by phone or go over to his house.

As things got busier in July, I knew it was time to hire some additional help. I mentioned this to the board at their meeting and obtained authority to hire additional workers. The following week I told Jodi that I had obtained permission to hire an additional worker and asked if she had any ideas about members willing to work for us. She said she did.

The following day two women came in to apply for the job. Both were members with a year or more clean time. One had worked for Jack B. at his treatment center and the other had been through Jack's

treatment program. I hired both as typists with a thirty-day probation period. These were Cathy M., who stayed with us for about eight months, and Sherry B., who worked at the office for three years and became my most trusted subordinate for a long time.

On July fifteenth, we mailed the second *Newsline* to the fellowship - over eight hundred copies this time. Since the *Newsline* {270} was prepared in the week following the board meeting, it contained a lot of information about board decisions. This edition got even better reviews than the first one.

Several times during July, I met with the office attorney. The board needed legal advice on three issues; investigation of the possibility of suing Thought Process Printers to recover some of the money paid to them, pending changes to the bylaws, and the problems that might come from having allowed the fellowship to use the IRS number assigned to the office. In an early August report, the attorney advised us that a good case could be made against Thought Process Printers. The board eventually elected to terminate the case when further investigation revealed the owner had filed for bankruptcy and the possibility of receiving any money was extremely remote. This report was given wide distribution within the fellowship and the matter was dropped.

I searched the office in mid-July for any information about CARENA, as we had promised at the conference. I examined this material carefully and spoke to Jimmy and others about it. I then drafted a report for the board, explaining that the WSO had been using the acronym CARENA under the misguided presumption that it was a better way to publish the literature than under the actual name of the office. They had reasoned that by using a fictitious business name, it was a protection for the fellowship. In truth, it didn't provide any protection. I recommended that all literature forthwith carry the name World Service office, Inc., as publisher and never use CARENA again. The board adopted that philosophy later, and we gradually made the transition.

Another concern was whether, by using CARENA, the ownership of the copyright had been vested in somebody other than the World Service Office. It did not. I reported the business name CARENA was registered as being owned by the corporation and no individual or group was getting a share of the proceeds from each item sold under that publishing name. I was able to declare that no one was paid anything in connection to CARENA being used on the literature. I suspected that might not end the controversy, and it did not.

The New York World Convention Committee (WCNA 13) requested we send literature on consignment so they could sell it at the convention. In the early eighties, conventions were a principal place where members and committees were able to purchase literature. Conventions seemed to have had better success at getting literature from the office than regular groups or individuals. A number of phone calls were exchanged between the convention chairperson, Tony D., myself, and Bob R. There was worry that the convention might actually lose money, and that income from literature sales {271} might be used to help pay for the loss. In this way the office might never get paid for the literature. It was eventually decided that literature would be sent, but I had to go to the convention and handle the sales myself.

George, the conference vice-chairperson, had been working closely with Martin C. and his Finance Committee on the development of the finance handbook. George was also in close contact with both John L., on the H&I Committee activities, and Charles K., about PI Committee work. However, both were stymied over the lack of operating funds. Both worked, but could not, of their own funds, pay for the expenses of their committees. As time drew near for mailing the *Fellowship Report*, George had to call each committee chairperson to hustle their reports along.

Near the end of the month, we helped Bob R. and Carol K. assemble and mail the quarterly *Fellowship Report*. It contained reports from each World Service Conference committee and the Board of Trustees. This was the first joint effort of the office and Conference Administrative Committee in a long time. Bob and I hoped it was a clear signal to the fellowship that things were indeed changing. Carol and I spoke with each other often, so getting everything done was easy. The report showed the committees to be very busy since the conference ended. Susan C. presented another detailed financial report showing a balance on

hand of nearly \$3,610 as of July 6, 1983.

Policy Committee chairperson, John F., outlined a schedule for revising the *Service Manual*. The first workshop held on June twenty-fifth at the fourth East Coast Convention drew about fifty people, and a lot of information was exchanged. John visited the Los Angeles area in the summer and held a meeting there too. Other workshops were scheduled for the World Convention and the Volunteer Regional Convention in November.

Ginni S., the Literature Committee chairperson, showed again how organized she was and outlined the full range of projects. She reported on projects assigned to various regional committees: *The Twelve and Twelve* (its working title at the time), *Living Clean*, NA history, revision to the *Literature Committee Handbook* and *Newsletter Handbook*, *Just For Today* (daily meditation book); White Booklet revisions, *Coping with Crisis*, *Daily-Weekly Meditation Guide*, *4th Step Guide*, plus a pamphlet *Women In Prison*. Perhaps it was just her nature, or she was conscious of the criticisms of her predecessors, but she provided a complete financial report. She continued to do this regularly while she was in charge of the committee.

She announced that a fall literature conference would be held, but didn't give the location or date. She had earlier put the word out that the WLC needed a local committee to host the conference. In {272} late July a committee started meeting in Philadelphia intent on becoming the hosting committee. Although others were also setting up bid proposals, this was likely the most organized and determined. In the end, they were selected, and the November meeting was held at Camp Neuman, a facility not far from Philadelphia.

Gary J., in his Finance Committee report, reminded everyone that each RSR had been given a copy of the draft guidelines at the conference along with instructions to copy and distribute them. The thrust of this first report was to ask for participation and input on the draft.

H&I chairperson, John L., submitted a lengthy report. It began with a memorandum on how and why the "H&I Can" system should work, followed by the minutes of a meeting held in Ft. Lauderdale in early July. The minutes outlined an ambitious list of projects. It started with an attempt to get the WSO to sell literature to H&I at a discount and be charged only for actual shipping cost, based on weight of each package, rather than charging the usual ten percent shipping fee. Other projects included a plan to create a directory of H&I meetings, a list of "*Do's and Don'ts*" for H&I participation, a world H&I fundraiser, and possibly a newsletter.

He also showed which regional committees were working on which projects: Florida/Georgia (*Do's and Don'ts*); Ohio region was asked to help Chesapeake/Potomac region on *Sponsorship and the Institutionalized Addict*; Ohio region was working on the H&I meeting directory; and Northern California had been asked to work on an information package for H&I.

Public Information Committee chairperson, Charles K., reported sending out a questionnaire to regions and asking for clippings about NA in newspapers and magazines. He reported the committee was working on guidelines and had talked with several major print media publications (*Good Housekeeping*, *New York Times*, *New York Post*). Although he didn't mention it in the report, his committee was also working to produce a public service video about NA. Another project he and the committee were working on was an expansion of the existing PI handbook. From the results he got from the questionnaire, he was able to pinpoint critical PI problems.

From the office board, we included a report from Chuck G. that, among other things, told about the events in May relating to Jimmy. He wrote about the lack of communication with Jimmy between the end of the conference and the WSO board meeting concerning the conference's motion to hire me. He explained that he had told Jimmy that the conference had decided to hire a full-time manager soon after the conference. He later asked Jimmy if he felt he could work with me, and Jimmy said yes. Chuck then arranged a meeting with the {273} three of us at which we discussed some of the ideas about the office. But it was not made clear then that Jimmy was being replaced.

Chuck had hoped that Jimmy would gather that he was being replaced without having to put it into

words. As Chuck wrote in his report, “But I know now after talking with Jimmy that he still thought he would be the WSO Manager.” Chuck expressed his regret over how it came about because it hurt his friend Jimmy. This was another signal of the spiritual strength that Chuck possessed. Personally, I felt it was unfair to have blamed Chuck for the miscommunications with Jimmy. I believe the conference should have done a better job in making these decisions and communicating them to Jimmy and the fellowship at large.

We also included my report on the CARENA matter, copies of my reports to the board, and minutes of the board meetings. We felt that if the volume of information about the office didn’t satisfy old antagonists, nothing would.

The August board meeting was another long one. The agenda covered matters of printing, inventory levels, prices, credit policy, money collected for orders shipped months before, and more. About a week after the board meeting, I got a call from a place called Hazelden. They asked about getting a publishing industry discount rate on the Basic Text, as they wanted to buy large quantities and include it in their catalog. I didn’t know who they were, but discussed it with Chuck and Bob R. Both were encouraged by the call, but worried because the discount rate they were asking for was equal to about forty percent of the sales price.

Early in August, we shipped thirteen boxes of literature, key tags, and books to New York for the convention. We sent a large quantity of the Special Edition Texts, as we didn’t have any of the blue covered regular Texts. In mid-month I managed to find time to draft policies for personnel management and office administration. These were sent to the board for their consideration at a later meeting.

About the tenth of the month, Kevin and I went to the local office of the California Franchise Tax Board, to file the papers necessary to begin collecting sales tax. Since the June board meeting this had been discussed and funds set aside to pay fines and back taxes if that was required. On the appointed day, we went to the tax office, completed the form, and turned it in. We were interviewed by one of their agents who went over the form. When she noticed the organization had been in existence for seven years, she asked why an application had not been filed earlier and if sales had taken place during those years.

I responded that I had just taken over the management of the office and I didn’t know the reason an earlier application had not been {274} made. Further, I said, I knew sales had taken place in earlier years, but that the records were so confusing, I was not sure we could really figure out how much the sales had been. A moment of silence followed; then she marked a box on the form and said, “It looks like this is prompt enough application. Just collect and report sales taxes from this date forward.”

Kevin and I were nearly screaming with joy as we hurried out of the building and drove back to the office. We both felt like we just got all the cookies out of the jar without getting in trouble. We told the truth and it didn’t hurt. The board was very happy when we reported this. The California fellowship was not so happy when we told them we were going to collect sales tax on their purchases from now on. But they paid it.

The staff now consisted of four full-time employees and Greg who still worked part time. We all spent lots of time doing shipping, and it diverted us from other essential work. I announced to the staff one day that I wanted to hire a fulltime shipper and any suggestions would be considered. Cathy said she knew of a prospect who was perfect for the job and volunteered to have her come in the next day.

Well, the following morning about ten, in walked Cathy’s “perfect suggestion.” Coming in the door was a woman, barely five feet tall, about ten years older than me, wearing a skin-tight red dress (which revealed a formidable figure), and red high heels. Cathy introduced her as Vida M., and said she had almost five years clean time. We had a pleasant chat, and I outlined that I needed a shipper who could lift heavy boxes and pack orders eight hours a day, so I wouldn’t be encumbered by that work.

I was not the kind of person who discriminated against others (although an older lady in a tight dress and red heels applying to be a shipper seemed bizarre), but I seriously considered flatly rejecting her application. On the other hand, I really needed an extra pair of hands to do shipping so I hired her. Vida packed

orders for about three months and then I hired a replacement shipper who was much younger, stronger, and faster.

Vida is now the most senior of the office employees as all earlier employees have moved on to other pursuits. Vida proved to be one of the most valuable employees I ever hired. Although it took a while to find the right job for her to do, it was well worth the wait. When she took over management of literature ordering and customer services, she began to prove she had the ability to contribute more than most employees. She, like Jimmy, had that special knack of wanting to help every addict, and like him, she had a message that got through to addicts around the world. In time she became a valuable link in the communications between the office and the fellowship at large. Most {275} of our success in responding to problems with literature orders or unhappy customers came from Vida's loving and considerate voice.

As the month neared its end, I prepared the last Monday Morning Report for August. In it I addressed the problems we were having with the old word processor, enclosed a copy of the next *Newsline*, and announced that I had, as directed by the board, begun to look for a new office location. I also included the proposed revision in the bylaws they had requested.

On Tuesday, the day before I left for the World Convention, we mailed over 1,200 copies of the August *Newsline*. It contained updates on the *World Directory* project, requests for information on people who had orders that were returned, information on getting extra book covers ordered by the conference, problems with locating authors of stories that would be left out of the Basic Text unless we received copyright releases, and a few other items.

As the September board meeting approached, I had to make a decision about the conclusion of my contract. The office was nowhere near ready to turn over to someone, nor were we ready to conduct a proper search for a replacement. At the same time I had found so much satisfaction from getting the place organized, and I really enjoyed the people (well, most of them), so I talked with Chuck about staying for an additional nine months if the board was interested. Chuck was more than happy with the idea, and assured me the board felt the same.

Having done my best to get the place organized over the past three months, I was going to expose my work to the ultimate test. I was going to be away from the office for almost a week. On a Wednesday morning, I took my scheduled flight and arrived at Kennedy Airport that evening. I had never been to New York on my own, so this was an adventure.

I arrived at the hotel, got my room, unpacked, went down stairs to the NA registration area, and signed in. When I gave my name, it seemed to have set off an alarm as people began buzzing around looking for Tony D. Meanwhile, people were hugging me and shaking my hand. They said who they were, where they were from, and asked questions, questions, and more questions. I loved it, but was also quite intimidated. I had no idea I would become the center of such attention.

Tony arrived and introduced himself. He sounded and looked like a movie Mafia "Godfather" should. But he was very friendly, helpful, and considerate. I was shown where I would set up shop the following day and he asked if there was anything he could do to help make my job easier. "I only needed the literature boxes sent to my room," I said. He barked orders to some people I didn't know and {276} they got right to it. Later I had phone calls and visitors from people I didn't know who wanted to get acquainted. Occasionally one of the conference participants I had previously met called or came to see me. I got to bed quite late that night.

With the theme of, "Impossible Dream" the Thirteenth World Convention was being held in the Vista Hotel at the World Trade Center in New York City. The Thursday evening meeting featured John C. (Ireland) and Laura M. (England) as speakers.

The following morning I had some of the boxes brought down to the literature table and set up shop. And thus began a blur of greetings, questions, sales, cigarette smoke, photographs, hugs, hugs, and more hugs. There were so many people, so much motion and not one moment of peace. Nearly everyone had at least one special question for me, and often before I could really get an answer out, another person was

giving me a hug and talking in my other ear. People wanted to know about every decision that had been made or was yet to be made. This constant activity was so confusing I lost the ability to remember what I said or who I said it to. Years later people would remind me we had met at the literature table at the World Convention in 1983, but my memory frequently drew a blank.

After lunch on Thursday, I called the office to see how things were going in my absence. I talked with Vida, Cathy, and Sherry. All three gave me their versions of the confrontation that had occurred earlier that day, as they all believed that Jodi had come to work loaded. There was no way I could verify or challenge that assertion from so far away. Nevertheless, I could not permit a using addict to remain as an employee. I told them to get her key to the office and tell her she was fired. This was done, and the following week I sent her a final paycheck. I did not see Jodi again, though several years later I heard she had moved to another state, had come back to NA and had a few years clean. I was glad.

A meeting with members of the international fellowship had been organized, and I arranged to be there to ask questions and answer any that I could. They talked about the need for translations and less expensive literature, the high cost of converting money into US dollars, and the excessive shipping costs. I didn't have answers. I only remembered three people from that meeting, other than Roger T., and they all spoke with Irish accents.

The trustees held a meeting during the convention as previously planned. It was a busy meeting, and they probably acted on more issues at this meeting than at any previous meeting in their history. Eight members were present, Mike B., Bo S., Sally E., Bob B., Jack B., Carl B., Dutch H., and Sydney R. Three resignations were noted: {277} James D., David C., and Jim N. Four members were absent. They began by electing Jack B. as vice-chairperson.

The trustees reviewed some of the major issues the office had been wrestling with and later offered some of their ideas. They decided to initiate a series of articles to be published in the *Newsline* and/or *Fellowship Report*. Inappropriate use of and profiteering on the NA logo was discussed; the consensus was that conventions should make such decisions prudently. The draft of *Living Clean* was discussed and a number of Tradition violations were noticed; they decided to concentrate on review of this project. On the subject of trustee guidelines, they decided to establish a committee to review and offer improvements in them.

The Finance and H&I Committees also met at the convention. The Finance Committee concentrated on the use of the WSO tax identification number; agreeing that it should not be used. The H&I Committee asked the Southern California regional H&I Committee to work with the *H&I Handbook* and the pamphlet on sponsorship and the institutionalized addict.

Robin H. brought some *NA Way* magazine sweatshirts and T-shirts along with copies of the magazine for us to sell. Between us we spread everything out and proceeded to sell nearly everything in sight. Robin, Bob K. (RSR-Volunteer Region), Jerry P. (a board member), and Brian P. (a local volunteer) all helped at the table; they often handled it alone while I was away for some conversation or meetings. The pamphlets and most of the Basic Texts were sold by Saturday. I took orders for the regular edition Basic Texts and other things we ran out of. By Sunday there was little left but the Basic Texts, key tags, and some clothing. I had these shipped back to the office before I left.

Robin and I spent a lot of time together and worked out a reasonable plan for getting the magazine published. We decided the office would take over all the financial tasks, including the remaining inventory of magazines and clothing, and I agreed to allow her to continue printing in the East for a while. I agreed however, that we would take her draft input and get it prepared for printing. I also promised to attempt to obtain the subscription money that had disappeared the previous year.

My attendance at the convention proved valuable to me and important to reconciliation with the disenfranchised members on the East Coast. Reasonable people and those who had simply been misinformed were now getting straight answers to their questions. People who had a hidden agenda got to have their say, even if they didn't care to hear any reply I offered. {278}

Bill H. (Florida) had a table full of merchandise a short distance from the literature table and we had several discussions. I recall even now that he acknowledged the jewelry he was selling that contained the NA logo was a practice he would give up if ordered to do so by the fellowship. But he would continue to make and sell the stuff until then, he said. He asked if there was discussion within the board about developing a policy about jewelry, or any plans to give vendors like himself a license to use the logo. I admitted my ignorance of the matter and told him the board had not adequately discussed it. This issue was to eventually rise to the forefront of my attention several years later.

On Friday night I got to attend my first recovery meeting at a convention. An enthusiastic crowd listened to Dorine P. (Washington DC), and Jerry H. (California). Afterward I spent a few minutes at the dance that followed. I was so exhausted by then that I quickly left.

Late Saturday afternoon we closed the literature table so the area could be used as the banquet assembly area. When I returned for the banquet, I was amazed at the transformation that had taken place in the attire of so many people. This dinner was a dress up affair after all.

Since this was my first NA banquet, I was not prepared for the rambunctious behavior. I was not accustomed to people shouting so much or having such a good time. It was deafening. The countdown was exciting and when the newcomers were identified and walked to the front of the room, the roof seemed in danger of crashing down. The noise got so loud that everything in the room vibrated. I was sure the newcomers who walked to the front of the room were terrified. More than 900 had dinner at the banquet and, when the doors were opened afterward for the meeting, hundreds more came in.

Jimmy was the main speaker, delivering his message to at least 1,500 addicts. We learned a lot about Jimmy that night. He shared about how his convictions were formed, why he felt different from other kids when he was young, and the struggle he had with finding recovery. He talked about coming to America by boat, and about the fear-filled wait on Ellis Island while their papers were processed. His family was in the entertainment business - the theater - which, along with his Irish blood, had him constantly in one fistfight or another. He struggled all his life, and from those struggles he learned determination. It was his determination that came through when he fought against his addiction, and it was God and determination that kept him "clean and sober," as he said in the common parlance of the day among people with substantial clean time. We learned about his hatred of addiction, and how even after so many years in recovery, he {279} kept a daily and personal enmity against it. I felt privileged to have been there in person to listen.

Sunday morning, Father Dan Egan, still known as the "Junkie Priest" for his long work with recovering addicts, shared the podium with Nona B. (California). About an hour after the Sunday meeting, I found Jimmy in the lobby, amongst the flood of people, looking for someone from the host committee. He had been told they were going to take him to the airport in time to catch his early flight, which was hardly an hour away at that moment. After fruitlessly searching we gave up; I got a cab and we went to the airport together. It was a good ride; we talked about his days as a kid growing up.

The convention had been a tremendous success. Although I don't remember receiving a financial report later, the committee made large donations to the office, the conference, the Chicago Convention Committee, and their new regional committee, who used about \$3,000 to purchase literature from the office.

Tuesday morning I took a cab over to the AA General Service Office. I had called about a month earlier and asked for an appointment with their Executive Director for a short visit. I was warmly received, given a grand tour, and asked as many questions about NA as I asked about them. It was a good learning experience, and helpful to have such a positive exchange. After two hours, I left for the airport and back to LA.

On the flight back to California, I had time to think about the past few days and about what I had gotten myself into. Like members who came to the convention, I was leaving with an emotional charge that was translated into more enthusiasm and dedication. Before the convention, the size of the fellowship, to

me, was measured in numbers of meetings in the directory and increasing literature orders. But now there were faces of friendly and determined members that made those numbers come to life. It had been one thing to talk on the phone or pack literature orders, but it was another to meet the people who made the calls and wanted the literature.

I came away from the convention with a much clearer understanding of what the office needed to do. There was a desperate need for the office to get its job done all the time and to truly serve the needs of a worldwide fellowship. In those few days, I had been given the emotional charge necessary to work harder and be inventive rather than reactive. I came home convinced this was the “cause” that my entire life had trained me to be part of.

There was little doubt in my mind that if we could assemble a strong staff, and if we could get world services to work as a team, fellowship growth would skyrocket. I came back to LA determined to **{280}** develop the kind of consensus, and to promote the kind of teamwork, that would enable NA to rise above the kinds of fights that had embroiled Jimmy and the office before I arrived. **{281}**

Chapter Thirteen (1983-1984)

The Busiest Time in My Life

A year of unity and cooperation permeated most of world services, and the boards and committees worked in closer harmony than they had in years. True the standing minority remained ever vigilant, but they were not terribly destructive until they attacked trusted servants at a fall workshop. It was a busy time, with new regions forming, hundreds of meetings getting started, and new area committees forming to serve them. Just keeping up with the growth and change necessary to accommodate the dramatic development of the fellowship growth was breathtaking.

After returning from the convention, I dove into the massive amount of work that had to be accomplished in the months ahead. There was no doubt that it was going to be even busier than the last three months had been. First, though, there was the board meeting to be held in a couple days. I quickly set to work preparing a financial report and other information they would need.

Eight members attended that board meeting, or were represented by proxy, and business was done in less than four hours. I presented a detailed report about the convention and about my visit to AA. The board was satisfied, and concluded the expenditure was justified. It became policy that I should go to each World Convention to improve membership access to the office manager. Among the board decisions were approvals to lease a large photocopy machine, (hurrah!!) and more money for the computers we had decided to purchase. I reported that Publishers Press had not shipped the Texts, when expected but promised to do so on the following Tuesday. The board considered a request from Hazelden to purchase the Text at a discount, but refused because of the large discount they wanted. I was instructed to work out a smaller discount.

The board also voted to extend my contract until the annual meeting in June of 1984, and raised my salary to \$2,000 a month. Our financial report showed a large surplus in the checking account, so the board approved a transfer of \$10,000 into savings.

Since I had not been able to find a new location for the office, the board appointed Chuck, Bob R. and myself to work as a team and {283} intensify the search. We inspected nearly forty buildings from West Los Angeles to both ends of the Valley in the following month before we found the right place. Bob and I did the bulk of the looking. Contact between us grew because of this search, and we became pretty close friends as a result. We talked on the phone nearly every day and were together two or three times a week for several hours or more. We continued to hold frequent long discussions even after we moved.

Bob had a strong sense of vision about where NA should be going. He spent a lot of time sharing with me his ideas about NA's growth – not just in numbers, but in a spiritual sense – and about NA's role in contemporary society. Although it was not entirely defined, he spent a lot of time sharing his ideas with me. The office had been in a small storefront, and he was thinking of when we would have more employees and space than AA. He wanted the office closer to Los Angeles International Airport (maybe 4 or 5 miles at most), so we spent a lot of time looking in those areas. Unfortunately, the cost in those areas was two or three times as high as in the Valley.

We called realtors, drove through industrial and commercial areas on our own, and saw dozens of buildings. Finally our search centered in Van Nuys, because the price range was better and there were buildings currently available in the size we wanted. By the middle of October, we had settled on the building on Wyandotte Street. It looked big. When we took possession, there was a small reception area, one office, two rest rooms, and an open warehouse space. We would have to build the offices we needed. We made an offer contingent upon approval by the board. Consent was obtained a few days later, and we took possession on November fifth.

The *NA Way* magazine was a high priority, so Robin and I talked as often as we could. She and I always had a pleasant relationship, which made the work easier. Soon after the convention, I made a few calls to members in Georgia and easily found Linda G., the magazine co-chairperson from the previous year. I remembered her from the conference in 1982. She was honest, had a warm, friendly, and outgoing personality and we always got along quite well. I asked if she would send me the money that had been collected and the names of the magazine subscribers, if she still had them. She declined to send either but promised to quickly reimburse the subscribers, as she had retained the money in a checking account.

A preferable course would have been that she send us the money so we could use it for current magazine expenses. We also wanted to send these members a year's free subscription for the current magazine. A few weeks later she sent me copies of checks used to disburse the money. Despite not getting what we wanted, satisfactory resolution was achieved, and the matter was closed. She had been a {284} brave person to abide by her principles and I always admired her for that.

Getting the magazine produced on schedule was not as easy. Robin was using the committee approach to editing articles submitted by members. Unfortunately, too few articles were submitted, and editing was done through the mail and phone calls. Robin mailed the edited manuscript to the office and we typed them, cut-and-pasted them for printing, then sent it to a printer in Memphis. Robin and I were both flexible, and tried different approaches to problems we encountered in an effort to resolve them. Still, the magazine was losing money, not keeping up a reasonable number of subscribers, and consistently getting distributed late. We were so far behind that the October issue was not mailed until late December!

Delivery of the \$10,000 photocopy machine we leased hit a snag a week after I signed the contract. District management in the Xerox company rejected the application. They decided an "office manager" was not high enough in an organization to authorize such a lease agreement. I resubmitted the request using the title of Executive Director and Xerox quickly delivered the machine. I informed the board, and six months later they added that title officially to my job description to be used if necessary. Over the next few years, I used both, but elected to refer to myself as office manager within the fellowship. Eventually I dropped the office manager title.

Finally, on the twenty-third of September, the Texts arrived from the printer. They sure were beautiful! But first we had to unload them. The trucker backed his rig right to the front door, then he, I, and four women unloaded the whole truck by hand - 10,000 books. We were hot and sweaty when it was done, but we were thrilled. We worked a few hours overtime, and by the end of the day we had hundreds ready to be picked up by UPS the next day. The next few days were spent with everyone helping pack books until all back orders were shipped.

Just a week before the books arrived, we received a surprising and dramatic increase in the number of book orders. When the last back order was shipped, we had fewer than 6,000 books left. With this surge in sales, we had more money so we put another \$10,000 into savings. In the following weeks, we shipped another 2,000, so that by the October board meeting we had less than 3,000 left. The increased sales rate continued, and by the end of October we had only 360 books. We knew we were going to be out of books for a long time before the next ones arrived.

We completed the October board meeting in only six hours. I reported that the recording quality of our speaker tapes was poor, and that no selection criteria existed for deciding which tapes to accept for {285} sale to the fellowship. A committee of the board was established, and over the next few months, they reviewed each tape.

The board voted to put another \$10,000 into savings, bringing our total reserve to \$45,000. Another printing of 10,000 books was ordered, but they would not arrive until late November or early December. We were to be without books for almost six weeks. One of the serious concerns the board had to wrestle with was whether or not the sale of books would continue at an even rate, or after a while begin to decline. It took almost six months before the board was convinced book sales would almost always increase.

The board spent considerable time on a request from the New York Convention Committee who had

asked for a discount on a large literature order. As we didn't have a discount policy at that time, the board was unwilling to approve the request. However, they adopted a limited credit policy that permitted committees, but not individuals, to purchase literature on credit. Through individual decisions like this, we evolved a credit and sales policy for the office. In the spring this was typed into one "in house" publication on sales policies that, although modified now and then, served us for years.

I had written, with the help of our attorney, a detailed report for the board on how to handle the CARENA matter. The board adopted it. I proposed that the board perpetually register the name CARENA as a business name for the office, but never use it again.

The board adopted a bylaws amendment that allowed the removal of directors who had not attended meetings regularly during any four-month period. This was aimed at removing directors who did not participate. Since all directors had been advised of the proposed change, and none had written or phoned to object, the motion was adopted unanimously. A few days later, Chuck sent letters to those who had consistently been absent indicating they had been removed. This left only two directors out of nine who had not been elected directly by the conference.

The *World Directory* continued to bounce along toward publication. We finished compiling the data and sent it to three large printing companies for bids. We eventually decided to have it printed by Publishers Press, and off it went. There were several delays and the directories were not delivered for months.

During one of my frequent visits to Bob R's home, Ginni S., the literature chairperson, was there. She and Sydney were having a discussion about the draft of a work called *Living Clean*. Her committee was really enthusiastic about it and wanted the trustees to review it quickly for Traditions issues. Sydney was interested and involved with the Literature Committee on behalf of the trustees, so she too {286} was interested in the piece. Sydney agreed to read it and have it discussed at the next trustee meeting.

The key tag and pamphlet inventory levels were continually increased so we were not running out, but we did experience one problem with the key tags. The new manufacturer was not able to accurately match the colors we had been using, so it was necessary to use a different color scheme. It caused problems because the only color we could use for the welcome tag was pink. Well, that's what I ordered and that's what we got. Women liked them but I got hell from men, particularly the biker types. I didn't blame them, and at the earliest opportunity, we changed.

We received delivery of the first computer near the end of October. Unfortunately, none of us had ever worked on a computer, and we knew nothing about software, so we were quite intimidated at first. Sherry and Cathy were given training and began to use them. As it turned out, Sherry eventually became a very skilled operator, but Cathy left us before she became proficient.

About the time our computers were delivered, we hired another employee, Linda D., to take over the shipping duties from Vida. This worked for about four months, at which time we hired still another woman to take over shipping. Linda was a good worker, but really didn't have an interest in shipping. We eventually moved her to a clerical job and taught her to use the computer. She did quite well and stayed for two years.

In late October, I looked for a way to improve our bookkeeping. I had been doing the bookkeeping, with help from other employees, but it was not adequate. I needed to spend more time on overall management and less on accounting. We needed to dedicate someone full time who was specifically trained to keep our financial records. After the word got around a little, I was referred to the ASR from the local area. Her name was Danette B., and she had a bookkeeping and tax business. I made it a point to talk to her the next time she came in to buy literature. In our second discussion, I asked her to take on the office as a client. She agreed, and soon began to develop a chart of accounts for us. By the end of November, she was ready to train one of our employees to do the bookkeeping.

Another *Newsline* was mailed at the beginning of November. The lead story was about the office being out of books again. The 10,000 that had arrived in mid-September were down to 135 on the day I wrote the report. The next shipment was due in a few weeks. We announced the pending move, as we had

signed the lease for our new location. The first article by the trustees was included, and I wrote one explaining why everyone needed to stop printing copies of pamphlets or White Booklets rather than buying from the office. This {287} was being done in several places where there was a large fellowship but little, if any, literature was purchased from us. This diminished our income and inhibited the WSO from delivering services.

In the first days of November, we published the second quarter *Fellowship Report*. Bob, Carol, and I worked closely to get this out on schedule. It was further evidence the office was getting into synch with other service branches. Susan included her usual detailed financial report showing \$3,810 on hand after factoring donations and expenditures. Carol announced the date of the next conference and the deadline for items to be included in the *Agenda Report*.

John F. gave a progress report on his committee's efforts to revise the *Service Manual*. He held a workshop in August in Los Angeles, but the meeting at the World Convention had been canceled. Again, he announced an invitation to submit input, and that soon became the source of a lot of work for Bob R. and me.

A detailed report from the Literature Committee was included by Ginni S. She explained the effort being made to contact and obtain copyright release forms from twelve people whose stories could be put in the next edition of the book. She extended an invitation to participate at the upcoming conference in Jameson, Pennsylvania, and explained why the pamphlet, *The Physician's Viewpoint* was not available in the WSO inventory. The author had requested authority to make some grammatical changes, but the committee hadn't been able to discuss it yet, and there was uncertainty as to whether the committee could allow it without having it approved by the conference again. It was on their agenda for the November meeting. The committee's financial report accounted for every penny, a major change from the previous committee.

Finance chairperson Gary J. wrote that no input had been received on their guidelines, but they expected to finalize the guidelines in February at the Georgia Regional Convention. Significantly, he reported about the discussions we had at his meeting at the World Convention concerning the use of the WSO tax-exempt number. As a result of this, and his own investigation, he wrote, "We noted in New York, a great deal of talk about a 'tax-free-number,' for use in obtaining bulk-mailing permits and charge-free checking accounts. The use of this number has not, in the main, been in strict accordance with Federal law. . . Therefore, this committee recommends, in accordance with our Seventh Tradition, that all groups, areas, and regions discontinue the use of this number."

John L. reported on success of the H&I Committee fundraising event at the World Convention and announced another that would take place in Florida. He gave a progress report on several of the projects, including work being done by the Southern California H&I {288} Committee to collate the guidelines from various committees into one document they could work from.

From the magazine, Robin reported almost no input had been received, either as stories for the magazine or about the guidelines. She acknowledged being behind in the production schedule, but attributed this to the lack of material.

Chuck wrote another informative and lengthy report about the WSO. We had sent a description of our handling of the CARENA matter to Bob K., and he had concurred with us. We included that in Chuck's report. We acknowledged the legality of the previous use of the CARENA name, yet at the same time, we announced we would not be using CARENA again. As we ordered new printings of each literature item, we changed the publisher from CARENA to World Service Office, Inc. This was even expedited because we had moved and needed to change the address anyway. But it was another step toward closing the door on CARENA.

The Literature Committee held a four-day workshop from November sixth through the eleventh in Jameson, PA. The meeting was to have a lasting impact on the fellowship, though no one at the workshop was then aware of it. There were only about seventeen participants, most of whom were returning veterans of literature conferences. Ginni was, relatively speaking, a newcomer to the process and when she attempt-

ed to exercise what she felt were her prerogatives as chairperson of the committee, there was much resistance. At one point, an effort was launched to define the duties of the chairperson, and in so doing, substantially restrict her authority. She responded very strongly to this, feeling strongly that they were simply trying to control the committees.

It was a clash of organizational philosophy. Ginni felt she was answerable to the World Service Conference who had elected her. The Literature Committee regulars felt she was answerable to them. On matters where main players in the committee wanted their way, they used the “group conscience” process to control even the smallest things. One example was when she appointed four people to be leaders in work groups on the Steps. Her opponents forced a discussion of the issue, claiming that group conscience should decide (even though in all previous literature conferences, Page or Bo had made those decisions).

After three days of constant battle, she very nearly went to the airport and flew home. But Ginni is a strong person and a real fighter. She stuck it out, went through the pain, and kept the committee working. A lot of work got done, but it was a trying time for her. One of the things they discussed were the tape recordings sold by the {289} office. Their conclusion was that none should be sold until they were reviewed and approved by the Conference Literature Committee.

The major effort of the committee had been work on the Steps and Traditions book, often called at the time the “NA Twelve and Twelve.” When the workshop was over, they were far from having a usable publication. At least one, maybe two more conferences would be needed. A lot of time was spent considering the thorny issue of changes to the White Booklet. Everyone wanted the White Booklet changed, it seemed, and that would now also mean that concurrent changes would have to be made in the Basic Text, since major portions of the White Booklet were included in the Text. They didn’t want to change the Text, so they were in a real quandary. They finally decided to ask the fellowship.

Ginni was directed to send a letter, which she did, asking these questions: 1) Do you, as a fellowship, object to the Literature Committee making editorial decisions on literature that has already been approved? Several portions of our Basic Text misquote the little White Booklet, and the WSC Literature Committee, in its effort to improve the quality of the literature we produce, is naturally inclined to correct errors that have inadvertently become “approved.” 2) The revision of the little White Booklet brings up another question. If the little White Booklet is revised, does the fellowship feel the portions quoted in our Basic Text also need to be revised?” The committee also produced approval form publications of the *Newsletter Handbook*, a new pamphlet entitled *Self-Acceptance*, and some revisions to *A Physicians Viewpoint*, and *Living Clean*.

Ginni came away from this meeting with a very clear perspective of how the committee needed to be run. A determined minority in Jameson tried to control the committee, and one of their tools was to perpetuate the philosophy that any member at a literature conference was eligible to vote on all matters. Ginni came away convinced that the committee needed to have regular members with some participation requirements other than just showing up for one meeting.

Sydney R., who was close to Ginni at that time, would recount the awful details of that meeting to me when I was at her home over the following years. Bob was also aggravated at the way Ginni had been treated, and at the outrageous behavior of her assailants. In time, we concluded that separate workshops for committees should not be continued. We began to push for having all committees meet at the same time and in the same place, so that a large body of mature trusted servants could be available to overcome such behavior. This led to the practice of holding all committee Meetings at the same time and place, and almost none at conventions. {290}

On Saturday, November fifth, most of our employees came to work, and in a rented truck, we moved everything to the new headquarters. Bob brought Dutch H., one of the trustees, and another volunteer to help. In a couple hours it was all done. A few days later a commercial artist, who is also a member, came over and painted our logo on the door. At last NA really had a home! We had about 4,500 square feet of space, more than four times the space we had in Sun Valley. We thought this was going to be big enough

to last for years. We still hadn't really grasped just how huge the explosion of growth was that NA was experiencing at the time.

The next weekend, the board held its November meeting in our new, but nearly empty, warehouse. It was a short meeting, and all directors were present or represented. Although the Literature Committee discussions mentioned above hadn't yet taken place, the board recommended we stop selling all speaker tapes.

The motion stated, "to remove the tapes from the order form (to discontinue selling tapes) until the WSC provides direction as to a policy on the approval of such tapes." For once, the Literature Committee and the office were on the same track at the same time.

The construction plans for the office were approved, and a contractor was chosen. The office layout provided for four offices, a small coffee room, and a conference room. It still left half of the building for shipping and storage. Two local members, one with a contractor's license, Danny O. and his co-worker John W. were selected from among three bids. It took about six weeks to complete, and we simply worked around the noise and inconvenience. They did a good job and did lots of little extra things that made the office even better. Unfortunately, Danny and John didn't do electrical work so Greg and I had to do that ourselves. Greg had been an electrician before going to college full time, so we did quite well, although Greg put his leg through the ceiling in one room as the construction was nearly done. Fortunately he didn't fall all the way through and wasn't hurt, just a little embarrassed. About a year later when we needed to make additional alterations, we again called Danny and John and they did another excellent job.

In November we received several public service announcements (PSAs), each about thirty seconds long, that Charles K. and his PI Committee had put together. Members were very anxious to use TV to get the NA message out, and thought these might be the ticket. Charles had found some members who worked in the TV business, and had produced them with their help. We sent them to Sally E., the Trustee Chair, for consideration and review by the trustees.

In mid-November, after making some inquiries for a person to hire for the job of recording our financial transactions, I interviewed {291} Lois G. She seemed trustworthy, and since I intended on very close supervision, felt she was worth a try. She came to work just after Thanksgiving, and Danette set about to train her. Lois would eventually prove to be one of the most valuable employees we ever had. She would later directly control the millions of dollars that went through our accounts, and her honesty, accuracy, and integrity made it possible for us to have confidence it was done safely. Under her management, there was not even the slightest hint of financial abuse.

Over the Thanksgiving holiday weekend, John F. and the Policy Committee met in Nashville. It was a productive meeting, but John knew more work was needed. Another meeting was scheduled for January in Florida.

The Board of Trustees had a meeting in our new office in early December, amid the mess of new construction. Present were Sally E., Bob B., Dutch H., Sydney R., and Steve B. Hank M.'s resignation was read and accepted with regret. The primary agenda item was refining their guidelines. Sally and I had talked about this earlier, and worked out a number of changes. She also proposed that the guidelines they adopted be submitted to the Policy Committee. The intention was that both the trustees and the Policy Committee should recommend an identical set of guidelines to the conference for approval. They worked for several hours and produced a workable structure for them to serve under. This included a committee system on the same framework as the conference. When the Policy Committee subsequently reviewed the proposed guidelines, they made no changes.

The trustees also spent considerable time on PI and literature issues. The main PI issue was about TV announcements. There was a growing need for something from NA that could be put on TV. The PSAs Charles K. had sent had been viewed by several trustees, who were not very happy with them. After thorough discussion, they elected not to endorse their use, as the trustees felt they strained the Traditions in a few places, and looked less professional than the trustees wanted. Instead they recommended a professional PSA be made.

On literature issues, they decided to recommend the pamphlet, *The Use of Medication in Recovery*, be withdrawn from publication as it contained Tradition violations. They also expressed concern for Tradition violations in other projects the World Literature Committee was working on. One of them, *Living Clean*, had so many Traditions problems, that they halted their own review because it seemed a waste of time.

Bob and I continued to spend a lot of time together that fall and winter. We talked about everything under the sun, and then some. At times I felt like a student sitting at Aristotle's feet. I learned about {292} the Steps, the Traditions, and the philosophy of Narcotics Anonymous. It came to be that nearly every letter or phone call that arrived came up in our discussions. It was a comfortable relationship that we both sought out.

A lot of what I learned I applied in my own life. Later, when I frequently traveled around the fellowship, people would ask if I worked the Steps. I always responded that I did in my own way even though I didn't have a sponsor or attend meetings. I did have Bob, and we spent more time together talking about the program, and particularly the Steps, than many people spent with their sponsors.

Frankly, it was tough in some ways to be close to Bob and not be smothered by his opinions and feelings. We had many disagreements on business matters, but he would always say, when his points had been made, "Well I've given you my opinion, and if you do it your way, I hope you're right." And of course, there were a few of those "I told you so" looks when I didn't follow his suggestions. I often felt this close friendship was good for both of us and for NA at the time.

The hardest area for us to work together was in personnel management. Bob was the administrator of a successful drug treatment program, and he used recovering addicts as counselors. His keen insight to addiction and experience at supervising addicts led him to make many more suggestions about who I hired and how I used them than I really wanted. There were a few times when I felt he was going farther than simply giving his suggestion, and in fact, he was attempting to control my decisions. I was sensitive to this, and never allowed a confrontation to occur, but I would find it convenient to stay away from him for a few days when I felt pressed.

There is no doubt that we shared many ideas and hopes for the fellowship. We both believed in a progressive approach to getting the NA message of recovery to every addict around the world. A lot of what became successful for the office over the seven years I was there came as a result of ideas and discussions with Bob. No single individual had as much impact, directly or indirectly, on NA during this period as he did.

One of his principal concerns was about how the service structure was going to change. He was convinced that some changes were important and that if the wrong result came to pass, it would endanger long-term fellowship strength. Bob believed that an effort was being made in the Eastern states to develop a completely new service structure, and he had some real misgivings about it. He had a good network of people who let him know what was going on all over the place. Bob did not want to see the Policy Committee locked into using the proposal from those people as a platform for change. He enlisted me in his efforts to give the Policy Committee an alternative by {293} providing them with a comprehensive draft of the existing structure. We began in mid-November. This project involved hours of discussions after which I spent more hours typing it into the computer. Our next session would result in revisions and new ideas not previously discussed.

One reason this project took so long was that each sentence and each idea had to be explored at length. It was necessary to achieve a completely integrated document that was based on the Traditions rather than simple political patterns. Wherever possible, we wrote the work in spiritual or philosophical terms. It was in these discussions that I learned a lot about the spiritual principles of NA.

We were hampered for a few days while he was hospitalized for examination of a heart irregularity. But from his hospital bed, we kept right at it, working hour after hour. Soon after his release we got back to speed, and by the time of the committee meeting, he had a complete package. There were some shortcomings in it, and some ideas that would not have been adopted, but it was a valuable experience for both

of us. Many of those ideas were later implemented by the fellowship in a modified form.

Bob took fifteen copies of the hastily printed draft off to the committee meeting in Miami. Bob arrived at the meeting when it started business on Friday. The committee voted to use his draft as the basis of their discussions and not accept any others. The following day, Larry N., Jim M., and some others arrived and had their own complete proposal to offer, but it was not accepted. Most of Bob's draft appeared later in the *Agenda Report*.

In mid-December, the next 10,000 books arrived. The truck backed up to the shipping door a little after 5:00 PM, and only Sherry and I were still there. So Sherry, the truck driver, and I took the 270 boxes off the truck by hand and stacked them on the shipping room floor - five and a half tons of Basic Texts in one hour. The next day we immediately began shipping the back ordered books, and within three days had shipped the entire backlog of over 3,000. Another shipment of 10,000 books was actually due to arrive a few days later and we would finally have a reasonable supply. However, in my next report to the directors, I suggested we start ordering twenty thousand books at a time and place a new order immediately.

When reporting this to the board in a letter the next day, still in mid-December, I also advised them the October Edition of the magazine had finally arrived. Robin's editorial process was that far behind schedule.

A few days after the books arrived, we typed up and mailed another *Newsline*. This issue concentrated on the recent move, and notes about the growth of NA in Australia and Ireland. In Ireland, a {294} committee had been formed to investigate hosting a European convention. A trustee's article about Tradition Six implored the fellowship to keep NA separate and distinct from treatment centers. Also included was a heartwarming letter from retired trustee Chuck S., who had spent most of the summer traveling around the country visiting friends in NA. Addressing part of his comments to the suspicion that motivated some members, he wrote, "There is not, *and never has been*, (his emphasis) any 'hidden power' in the fellowship of Narcotics Anonymous. As experience has shown us, those persons who look for anything along these lines fizzle out like a shooting star; a burst of multicolor which then vanishes from the sky. It is the person who continuously carries the message to the addict who still suffers, wherever and whenever, who is the one with any so-called 'hidden power.'"

I should have mentioned in the *Newsline* about the delay of the *World Directory*, but I didn't. I, like a lot of people, prefer to ignore my own shortcomings, and I had not done my best with the directory. Although we had previously announced distribution would occur at the end of October, we didn't deliver until January. It simply languished at the printers awaiting corrections while I was doing other things. One day's delay led to another, and so it went for more than a month. Eventually I managed to do the corrections and get the printing done.

Even when the directory was printed, there were problems with it. Based on the number of corrections that began to arrive, we learned that nearly 500 of the 2,500 meetings listed had changed locations or didn't exist anymore. We were also receiving an amazing number of new group registrations. Since we had purchased the computer with the specific intention of being able to maintain the *World Directory*, we made a commitment to start over. Truthfully, we were never able to really catch up. No matter how many hours we put into it, the volume of new meetings and changes made it impossible to produce an accurate directory at any given time.

As the January board meeting approached, I wrote a proposal for the board, which I hoped they would adopt and include in the *Agenda Report*. I proposed that the office take complete responsibility for the *NA Way* magazine, hire an editor to manage it, and have an editorial board select all articles. The editorial board should include the staff editor, a trustee, and one or more members selected by the conference. To help prepare material for the editorial board, I proposed a separate review committee of interested members, such as area or regional newsletter editors.

The January board meeting was held in our newly completed conference room, which smelled of fresh paint and new carpet. All {295} nine members were present or represented by proxy. The first major issue

was a lengthy report on the IRS number, including recommendations on how to get the fellowship to comply with the law in this area. Because it contained several recommendations, which the board did not support, they decided to publish the report without adopting it. They feared a lot of negative reaction might result, and a staff report would be less controversial than an officially sanctioned proposal by the board.

I advised the board that I had retained Danette with a monthly consulting fee to supervise and train Lois to do our accounting. Unfortunately it was a long time before Danette and I were to agree on the financial details that resulted from her efforts. Her month-end figures were grouped differently than I wanted for explanations to the board. Consequently, her reports and my analysis did not often match for the entire time she handled our finances.

In reporting about the *World Directory*, I was happy to say the 3,500 we had ordered were expected to arrive in a few days. The printer had sent several by express mail so the board could see them. They looked good! Back orders were all shipped within a few days of delivery. We had committed to using this directory for eighteen months and printing updates quarterly. It worked for the first three quarters, but became such a burden that I began to seek a way to discontinue printing future editions of a *World Directory* before the end of the year. It was several years before I succeeded.

A lot of discussion was devoted to the magazine proposal and its analysis. The board adopted the proposal and had it included in the *Conference Agenda Report*. They also adopted a proposal for conference consideration that would permit the office to produce and sell a variety of non-literature items (medallions, T-shirts, etc.).

When Bob R. returned from the Policy Committee meeting in Florida, we had to work late for more than a week in order to get the *Fellowship Report* done and in the mail. It began with congratulatory letters from Bob and George to the committees for the work they were doing. Susan produced another of her accurate and detailed financial reports. The conference actually had enough money to meet its needs for a change.

John F. announced that the Policy Committee had prepared the draft of a revision to the service structure, but the typing had not been completed. Ginni had prepared a short but informative paper to be included in the *Fellowship Report*. However, she had also prepared and sent to me her material for the *Agenda Report* at the same time. I lost the letter that accompanied the *Fellowship Report* material and put most of her *Agenda Report* material in the *Fellowship Report*. When she found out, she was livid, and I felt awful. {296}

Robin's report from the NA Way Committee announced an upcoming meeting in Wellsburg, Virginia to work on guidelines. She and the committee's supporters were conscious of the perceptions that subscribers and many of the fellowship at large had about their failure in getting the magazine out on time. She was also aware of the growing frustration the office directors had because the magazine was always so far behind. Only after the board had approved my draft proposal to take over the magazine and turn it into a staff activity, did I discuss my proposal with her. I believed the workshop was going to be used mostly to map out a defense against the takeover idea.

The WSO report included a memorandum I had been preparing about NA finances, which focused on the IRS problems. I outlined key problem areas where NA was likely in violation of IRS regulations, and suggested how structural changes could be made to eventually protect the fellowship. Six years later the problem was still unresolved. The report was modified and sent to members who requested it.

At the end of January, I finally had time to work on some of the correspondence that kept piling up on my desk. Correspondence was the one big failure I admit to as an administrator. If a letter needed a response, and the response was mine to make, it often sat on my desk for a month before I would get to it. Then, I'd dig through the pile and answer two dozen letters in a day. It was terrible. On the last day of January, I must have written twenty letters. One letter we received a day or two before should have been included, but I didn't get around to answering it until March. It was a letter of complaint from a Donna M. from New Mexico. About five years later, she became chairperson of the board and the person I reported

to almost every day. She had not forgotten the letter and my tardy response (nor did she let me forget it).

Our contractors had finally finished. We had been working amid the dust, smell, and noise of sawing, hammering, and painting for nearly two months. It was beautiful! We thought we had everything we needed and were sure we would be comfortable for a long time. But before the year was through, we were crowded and looking for a second building. Bob R. took special pride in the new office. He had been leading the push to get the office into larger and better facilities. His determination paid off.

In his introductory letter for the *Agenda Report*, Bob asked each delegate to “put aside their own personal prejudices, any sectional or regional differences, and help determine the future of NA with a heart guided by the spirit of a Higher Power.” It was a fine statement, right from his heart. {297}

John F., Policy Committee chairperson, included the complete manuscript intended to replace the existing *Temporary Working Guide*. The document followed very closely the proposal that Bob and I had worked so hard to produce. It was loaded with details and specifics, and neither the Policy Committee nor the fellowship at large was very receptive to it.

The error I had made by publishing the wrong Literature Committee information in the *Fellowship Report* was corrected in the *Agenda Report*. Ginni composed a correction statement, and we reprinted her agenda material. Her committee didn’t offer new pamphlets for approval, but asked for approval to include new stories in the Text. They sought agreement to withdraw approval of the pamphlet *The Use of Medication in Recovery* and approval for *The Procedural Guidelines for the Creation and Development of New Literature*. They also asked for authorization to insure that future printings of the Text include accurate quotations that were taken from the White Booklet.

The NA Way Magazine Committee made a proposal to revise their guidelines. Implied in this was the assertion that the voluntary committee system should still be used to produce the magazine, despite its past shortcomings. The proposal relied on continued volunteer editing and management through two workshops a year, using the office to handle the ongoing finances and distribution. The proposal offered by the office to manage the magazine completely and the one by the committee were in direct conflict. Only one could prevail.

The trustees offered several items: guidelines for their board, an alternative to the literature approval process suggested by the Literature Committee, and modification of trustee terms of office. They proposed specific term limits rather than the “life” terms.

Several hundred copies of the *Agenda Report* were mailed about sixty days before the conference – right on schedule – and we received orders for more. The fellowship was generally pleased with the administrative progress this *Agenda Report* represented, but many got their copies late. For many, they arrived almost at the time of the conference. This was simply not the fault of the office or the Administrative Committee. The reports were, in the early 1980’s, mailed to the designated leadership of each region and voting participant of the conference. Getting copies to every group, which most regions endeavored to do, took a long time. This prompted a conference decision to require ninety days advance publication of the *Agenda Report*. But the real solution was for groups, and area or regional committees to order copies in advance so they were mailed at the same time. This later became the practice. {298}

It was about this time we replaced Linda in shipping with another woman, Renee. Renee was a bright woman with a great sense of humor. She worked hard and did a good job for the eighteen months she was with us. In a few weeks I made her a supervisor when we hired an assistant, a member named Cindy. Unfortunately, Cindy didn’t last long and presented me with my first direct taste of what the disease of addiction does. She had about four months clean time and was a temporary roommate with another staff member.

Cindy was not particularly interested in the work, but she was there each day and did reasonably well. About three weeks after we hired her, the employee she was living with reported to me one morning that Cindy would be absent that day. Cindy had “gone back to the old neighborhood” over the weekend and had used again. When she returned home loaded, she was promptly thrown out of the house and was look-

ing for a new place to stay.

When she came in on Tuesday, we talked. At first she denied it, but eventually she admitted she had used. She was obviously under the influence as we talked and I offered her the opportunity to go take a drug test. She refused. That really left me no alternative but to fire her. About a month later, on a Monday morning, I was told she had died over the weekend from an overdose. I spent some time in the misery of regret, but at the same time was convinced there was nothing we could have done, nor did I believe I had acted improperly. Although she was not the first person I knew who had died from drug addiction, she was the first WSO employee I had known who died from the disease.

About this time, we hired an excellent typist named Cindy S., although she didn't know computers. She was bright and worked hard, but did her best to avoid having to learn the computer. Once she got started and adapted to them, she became one of our experts in word processing. Cindy was moved around from department to department as the office grew and gained considerable experience. Within a few years she became a senior administrative assistant.

In February the board held its last meeting before the conference. They gave authorization to provide administrative support for the conference and additional money for computers and photocopy machines. The board also elected Bob S. to join their ranks from the list of conference nominees. He had been the Southern California regional representative, and had attended most of the board meetings. He had a strong commitment to H&I and was active with that conference committee. He was methodical, open minded, and a great addition to the board.

Until this meeting, all our employees worked directly under my supervision, a situation that was very inefficient. The board {299} approved my request for two supervisor positions, thereby allowing me to delegate many tasks and work more efficiently. Over the next two years we experimented with a number of changes like this as our staff expanded.

At several prior meetings, we had discussed the idea of developing and approving a budget to work under. We had been operating without one. We simply approved and spent money as the need arose. At this meeting, the board asked me to prepare a budget for their approval at the next meeting as a guide to operations for the rest of the year. In the weeks that followed, I wrote a budget complete with numerous alternatives. When the board met during the conference, they adopted the budget projections we felt were most likely to represent our needs and actual income. The projections for both were actually much lower than we experienced.

During late February, we began receiving a lot of reports that someone in Ohio had printed the Basic Text in a paperback form and was selling them for about \$6.00. We tried to get accurate information, but couldn't find out who was actually doing it. After talking this over with Sally E., Chuck G., and Bob R., we decided to send out a special report on the matter. Over the following weeks we prepared letters from Bob R., as conference chairperson, Sally as chair of the trustees, Chuck G. as WSO president, and Kevin F. as former conference treasurer, and mailed them in early April.

On March third, the trustees held a regular meeting. Sally presided, and six members were present. They first addressed the publication *Living Clean*. Further study by several trustees had concluded that copies should no longer be made available until the Literature Committee edited out the Tradition violations. This discussion evolved into a commitment by the trustees to be directly involved in literature development while it was being composed rather than when the Literature Committee thought it was done. They spent most of the meeting discussing and reaching decisions about a number of letters they had received about possible Tradition violations. They decided a summary of prior opinions should be collected and each new decision added to it and made available to anyone in the fellowship who might seek trustee guidance on various issues.

About a month before the conference, we learned about a conference agenda workshop that had been held at a regional event in Pennsylvania. It was reported to us as a strategy session to develop a unified position on the majority of agenda items. Bob and I were both concerned about this. It seemed at odds

with the basic philosophy of a spiritual organization based on belief in a Higher Power. It was one thing, we felt, to have regions separately arrive at the same opinion on matters but it was another for representatives to meet in advance {300} of their own regional meetings, so as to arrive at a unified position. This didn't sound like group conscience, but rather the national political caucus of a special interest party. Unfortunately our sources of information were questionable, and neither Bob nor I was certain it had taken place exactly as it was described, or as I've outlined it. Nevertheless we braced ourselves for another conference of conflict and controversy, and in fact, that's what we got.

Before the conference, I sent the Board of Directors a draft of the report I intended to give at the conference. For weeks prior to mailing the draft, I was consumed with its preparation. I had the entire staff gathering figures, digging through files, compiling lists, and counting letters, pamphlets and books. We prepared a forty-five page document that gave details about every possible aspect of office operation. It listed the numbers of each pamphlet sold, sales figures by state, magazine subscriptions by month, and monthly magazine production costs. Our policies were presented and explained, production costs of the Text were presented in detail along with numerous other production facts. It was revised a little just prior to the conference in order to have it up to date.

Another project that had to be done by the start of the conference was a packet of standing rules. Bob, George, Carol, and I spent a number of hours hammering out a comprehensive set of rules, including an abbreviated version of Robert's Rules of Order that was tailored to needs of the conference. It was adopted on the first day and served the conference well. Although it proved to work quite well, there were still floor fights on a few parts of it.

In the morning before the conference began on April twenty-third, the trustees held their April meeting. The agenda was lengthy, and contained some significant issues. For example, the Trustees achieved consensus to oppose removal or diminishing of their voting rights at the conference. A discussion about people holding two world-level positions arose, and it was decided they would set an example by having trustees serve only on the trustees and resign from other world-level positions. At that time, several trustees also held posts on the office board. They also decided that trustee review of literature should be done during open trustee meetings, which would help move the trustees into a working relationship with committees.

With great expectations, Bob opened the conference on schedule in Santa Monica on April 23, 1984. Regional representatives presented reports and were accepted as voting members, including a member from Ireland. Shane D. represented the Irish fellowship, the second non-US fellowship to have a vote at the conference. The vote distribution showed thirty-four regional representatives, eleven {301} trustees, ten conference officer or committee votes, and one for the office. The regions now had sixty percent of the vote.

Although my role as parliamentarian was not questioned at this meeting, it would have become an issue if we had not proposed an immediate change in the *Temporary Working Guide*. The *Guide*, at that time, provided that the office manager was a voting member. This would have placed my ability to serve as parliamentarian in jeopardy and might have met with objection if my rulings were thought to have supported the position I took when I voted.

The directors and I had discussed this at the last board meeting and we resolved it by asking two participants, Bobby B. (Philadelphia) and Roger T. (New York) to introduce a motion to amend the *Temporary Working Guide*. The motion removed the office manager as a voting participant and inserted the president of the office Board of Directors. It was adopted with no opposition.

In her treasurer's report, Susan reported the highest level of conference funding yet experienced. She showed income of \$12,440 and expense (as of the first conference day) of \$7,928, leaving a balance of \$4,512. The largest donation, from WCNA13 in New York of \$3,634, represented about one fourth of their gross income.

Committee reports were then given. None caused any excitement except the Policy Committee report

delivered by John F. Earlier in the day, he had presided over a meeting of the committee. Unfortunately its membership was substantially different from those who had been present at his last meeting. This body of members didn't want him to present for approval the service structure material that had been published in the *Agenda Report*. As an alternative, John proposed an ad hoc committee take over the work. It was named the Select Committee on the Service Structure. So John had to announce in his report that the work he had so laboriously assembled for the *Agenda Report* would not be presented for consideration. He was greatly disappointed, and, I think, understood the necessity of having committees that could not be manipulated by flooding an individual meeting with people who had not otherwise participated. I believe the members who left the Miami meeting in disappointment, had come to the Conference determined to derail the draft John presented.

It took about two hours for me to present the lengthy office report, and then I answered questions for another two hours. I was questioned on nearly every aspect of the report and other aspects of office operation. It was an exhausting experience, but it prevented a lot of problems and removed a lot of suspicions. For the first time, the office was giving out details and not being evasive. There was only one issue I refused to talk about: salary levels. Over the next six years, {302} this matter would come back again and again. But I was firmly of the belief that salary levels were the business of the board and individual employees alone.

Included in my report were details about the loss suffered the previous year with the printer who went bankrupt. My investigation revealed the office had paid the printer \$13,050, but the work retrieved was valued at about \$3,000. We also paid an attorney \$2,375 concerning the matter, so our actual loss was \$12,425. However, I reported the net income from Basic Text sales for the twelve-month period was over \$280,000.

Financial data from Danette's year-end report covered a ten-month period since we had amended our accounting year so it matched the calendar year. It showed:

Revenue	
Sales	\$352,707
Subscriptions	3,098
Donations	6,082
Interest	<u>1,698</u>
Total	\$363,585

Expense of:	
Cost of Goods (inventory)	\$162,499
Operational Expenses	
(All other costs)	<u>\$119,933</u>
Excess Revenue	\$81,153

Many people saw the large reserve as an opportunity to reduce our prices. This became another annual battle, and we had to protect the fellowship's interest with determination year after year. We needed the funds for a reserve to handle the needed expansion as the Fellowship doubled in size in the next eighteen months and for years thereafter.

Expansion was not intended simply to build a larger organization. There was a long list of things we could undertake that would directly result in addicts finding NA meetings and therefore recovery. The majority of the conference each year continued to uphold the decision to leave prices as they were and allow the WSO to expand its operation.

The number of meetings within the fellowship was not accurately known at the time. The closest figure we had was the approximate number printed in the *World Directory* along with the two updates pub-

lished by that time. That was about 2,966 meetings (including about 300 H&I meetings). {303}

I reported that I had sent the WSO board twenty-five reports, and they had held ten meetings. Only two of the nine directors then serving had not been selected by the conference. I reported about the discussions we were having with Hazelden and the nature of the deadlock. Many felt strongly that our text ought to be in their catalog, but few were willing to do so at the discount they wanted. The common feeling seemed to be that a reasonable discount was appropriate, but equity with member prices was important too.

In the discussion about the magazine, we revealed there were only about 377 magazine subscribers – not enough to make it self-sufficient.

People asked questions throughout the conference on almost every possible subject. I was frequently asked whether or not I was going to stay a second year. I had given that a lot of consideration before the conference. By that time, I had given up all my consulting clients. The job had become quite a challenge, and although it had its drawbacks, I had decided I wanted to stay. When asked this question during my report, I responded with the statement, “I’ll stay if you want me to.” The hall was immediately filled with hollers, whistles and a standing ovation. I was pleased and moved by the vote of confidence and the show of affection.

Chuck G. then presented a report as president of the office board and proposed the motion for the office to be fully responsible for producing the magazine and hiring an editor. The motion was adopted on a vote of thirty-two in favor and thirteen opposed. Chuck L. (Arizona) and Jack B. (trustee) then proposed the motion to permit the office to sell a wide range of non-literature items (medallions, T-shirts, etc.). This motion was also adopted with a two-thirds vote. Later that evening, I got to talking to K. Bea, previous RSR from the Upper Midwest Region and now the Conference Vice-Secretary. She had been selling a medallion to interested parties within the fellowship, and she owned the rights to the design. She mentioned she would be willing to sell those rights to the office board if we were interested. She volunteered to let us have the rights at the cost of one dollar, no royalty, and no strings. I said I’d discuss it with the board and we’d talk more about it later.

This was followed by a series of motions on office policy and activities that generally offered support for the office. It was really a “honeymoon” period for the office. Nearly anything the office endorsed was adopted. If the office showed disapproval, the matter was usually rejected. I took this to be a reflection of a positive sentiment for the substantial change that had taken place during the year. Future conferences were not always so friendly.

In fact, the “standing minority” was opposed to nearly everything the office supported or did. It was nearly always the same thirteen, {304} fourteen, or fifteen participants voting as a block, usually making and then supporting motions originating from their block members. Within a few hours, it was clear to the rest of the conference that this group was being guided by prior agreements, and it even appeared a floor manager was in the back of the room. Over the next few days, the conference patiently listened to their views then usually ignored their suggestions and motions.

When the conference was called to order that evening, work began with the motion to adopt the guidelines proposed by the trustees to manage their affairs. There were many questions and a few amendments, but the finalized guidelines were adopted with a vote of more than ninety percent.

The “standing minority” was particularly active with their motions and amendments to the trustee guidelines. They tried to eliminate the voting rights of the trustees, but this was defeated. When the Policy Committee report was given, they voted again as a block in an effort to control the outcome. It was clear that this minority wanted to control future modifications to the service structure. However, when the motion to create an ad hoc or “Select Committee” to take on the task of future work on the service structure, they may have miscalculated. It was adopted thirty-nine in favor and three against. But none of the standing minority was put on the committee. The conference voted to instruct the Select Committee to have its work finished and out to the fellowship by November 1, 1984, only six months away. This might have seemed remotely possible, but it proved to be impossible.

The block voting tactics of the standing minority again became obvious when Ginni presented Literature Committee matters. A barrage of motions was offered along with amendments and arguments for even more changes. The pamphlet *The Use of Medication in Recovery* was withdrawn as approved literature, and the revised committee guidelines were approved. *The White Booklet* quotations used in the Text were to be set in italics and quoted correctly in the Text. It was in this context that the question of the language in the Fourth and Ninth Traditions of the Text was brought up again.

In the midst of the Literature Committee motions, Chuck G. proposed to have future printings of the Text contain the wording for the Fourth and Ninth Traditions as they had been printed in the First Edition a year earlier. Following long, emotional debate, the motion was adopted; the losing participants were particularly unhappy.

They were unhappy about two aspects of having lost this vote. First, it revised language they wanted left alone, and second, the motion to change the language had not been sent to the fellowship in advance of the conference. This second point they felt was especially {305} germane on such an important issue. Later in the day, a reconsideration of the approval took place, in an effort to require the matter be sent out to the fellowship for a group conscience vote. The motion lost with eighteen *yes* votes and thirty-two *no*.

However, the resentment among those voting against the change would not be quieted. During the rest of the day and evening, some voting participants talked among themselves openly about printing a separate edition of the Text with the original language.

Sensing the strong feelings of those opposed to the change and the division that would result from regions printing their own versions of the Text, Chuck and others looked for a way to address the concerns of the opposition. The next day, after working with Bob K. (RSR-Volunteer Region), who had strongly opposed the change, they moved “that the wording in the Fourth and Ninth Tradition go out to the fellowship and be approved or disapproved within sixty days from close of the conference.” The motion was approved with forty in favor and none against. Although this motion was further amended, the issue was temporarily settled. The fate of the change Jimmy had made (and over which he had been vilified) was going to get group conscience consideration after all.

When the conference returned to regular Literature Committee business, it voted to add more stories to the Text and then voted that, “all literature submitted to this conference for approval require a two-thirds majority vote of participants.” This awkwardly worded motion was to cause considerable argument in future years. There were two interpretations of this when it was applied. Some felt it required two thirds *of all voting participants* to vote in favor in order for approval to be gained. Others felt that two thirds *of those voting on the matter* was all that was required.

While all those individual discussions were going on, the conference continued to work on pending motions. They adopted the motion from the trustees to create a Review Committee within the Literature Committee. To this committee was given considerable power, and it was to be a vehicle that drove us (and the fellowship) through some rough times in the following years.

The H&I Committee came next. Their *Do's and Don'ts* were presented for approval, but were sent out to the fellowship for group conscience instead. Soon after this temporary defeat, the Finance Committee's financial guidelines were adopted with only two dissenting votes.

As time for elections arrived, proposals were offered and adopted, creating two new committees: an International Committee and a Convention Committee. Before elections started, a motion was {306} adopted to open up for election the positions of all trustees who had been in office more than five years. Without warning, three trustees were thus to be subject to this election – maybe “trial” would have been a better word.

George H. was elected to serve as conference chairperson, having served two years as vice-chair. His vice-chair was Leah G. (RSR-Florida), who was probably his closest friend. Leah had a strong voice, and frequently used it, along with a few street-wise words for punctuation. However, her humor was conta-

gious, and her affection was easily earned. Her no-nonsense approach to matters made both friends and enemies. We were to become very close friends. She taught me a lot about life, and about the need to have hope.

K. Bea C. was elected as Secretary. The new vice-secretary was actually my office secretary, Sherry B. This would have created the possibility of her becoming the conference secretary the following year, and having a vote. That prospect may have been missed by most people, but was the subject of considerable discussion in the office for the next year. Susan C. was re-elected to serve as treasurer.

Elected to serve as committee chairpersons were: Bill H. (RSR-Louisiana) for Policy, Dale A. (RSR-Tri-State) for Finance, Bob B. (San Francisco) for H&I (returning after a year's absence during which little got done), Kim J. (RSR-New Mexico) to Public Information, Ginni S. was re-elected to Literature; and for the two new committees, Roger T. (RSR-New York) was elected to chair the International Committee, and Bobby B. (RSR-Philadelphia) was elected to chair the Convention Committee.

In accordance with a pattern established earlier, election to the WSO board allowed for direct conference election of four directors, each to serve for one year. The conference would also nominate a pool of potential directors from which the existing board would select three to serve for three-year terms. This worked well, and we received Mac M. (Northern California), Chuck G. (returning director), Bob R. (outgoing conference chairperson), and Vivian L. (returning director). Elected to the pool were Martin C., Bob K., Bob R., Bob B. (San Francisco), Chuck L., and Stu T. All would eventually become directors except for Bob B.

For the second time, I was nominated for trustee but I declined the nomination, saying I thought it would create a conflict of interest. Those who didn't decline and were elected included Sally E. (returning as a trustee), Bob R. (outgoing conference chairperson), Shirley C. (RSR-Georgia), Bob B. (Los Angeles, returning as a trustee) and John F. (outgoing chair of Policy).

The following morning, before committee deliberations took place, Bob R. appointed the members of the Select Committee on the {307} Service Structure. Committee meetings were then held, and later their deliberations were reported to the conference. This prompted a new round of motions that had not been sent out to the fellowship in advance. That point was raised by people opposed to an item when it was convenient to their purpose. But they might just be the person proposing or supporting the next motion that had not been sent to the fellowship either.

When the general session resumed and committee reports began, the pamphlet, *Another Look* was ordered removed from circulation, after the existing stock was exhausted, and the pamphlet, *A Guide to the Fourth Step Inventory* was referred to the fellowship for possible removal at the next conference. This was later revised by a substitute motion that directed the Literature Committee to submit a revision of the pamphlet at the following conference. In the interim, the office was to discontinue selling the fourth step guide.

The International Committee met and drew up a list of guidelines and goals. It was too late to object to the formation of the committee, but we should have. The goals they set for themselves were direct duplicates of many of the WSO's duties. From the very first day, I could tell they were going to be in our way and divert us from doing the work we needed to do internationally. They were essentially going to try to be middlemen between the non-US fellowship and the WSO. I could see nothing but conflict as they marched off to promise support, special consideration, and assistance that they would then try to force us to provide. I guess in some ways I felt like Jimmy must have felt when Bo and his Literature Committee took off to write the book.

The trustee meeting laid the foundation for similar problems. Their newly established committee system, with committees matched in name and purpose to those of the conference, were going to have a difficult time finding a niche in life without encroaching into the territory the conference committees already had. Some of the trustees tried to get their committees to function, but there were no clear objectives, and little was produced. Eventually they kept the system intact in name only, and attached themselves as liaisons to the conference committees of the same name. This worked better than having trustee committees

working in competition.

They also decided that each trustee should make a separate report for inclusion in the quarterly *Fellowship Report*. Three meetings in Los Angeles were decided upon, plus one at the World Convention. Transportation costs were included in the trustee budget.

As the conference entered its final hours, committee budgets were taken up, one at a time. As usual, the budget proposals were all adopted, despite the fact that more money was allocated than was {308} expected to be received. A motion was later adopted that gave the Administrative Committee blanket authority over spending and required the WSO to cover any shortfall in their income up to the amount of ten thousand dollars. The budget included transportation and lodging costs for the first time, in addition to mail and phone expenses. At last, real progress could be made by the committees.

In the hours before closing, Susan presented a substitute budget covering all conference expenditures. This was approved, despite attempts by several to make modifications. Experience was to show the wisdom of this approach. Even when committees were allocated reasonable amounts of money, they seldom spent it all. In the evening after the close of the conference, the office board met, and among other things, voted to accept the responsibility for conference “over spending” if it actually took place.

As a note for historical purposes, I informed the conference that as of the end of business that day, we had sold the 37,640th copy of the Basic Text since the first one was picked up from the printer on that day one year earlier. I was to report the number of Basic Texts sold each year, using that anniversary date for several years.

As the conference entered its final minutes, Jimmy K., who had not been to this conference meeting at all, came walking in. He was immediately given a standing ovation and Bob invited him to address the conference. He did so with a few words after which he closed the 1984 World Service Conference meeting with the Lord’s Prayer. {309}

Chapter Fourteen (1984-1985)

Staying A Second Year

The conference gave me a rousing vote of confidence for the changes I had made in the office. They extended to the directors and staff a hearty "well done," and we moved forward in the second year to bring even more improvements. Starting this year toward harmony, the fellowship voted to modify the language of the Fourth and Ninth Traditions in the Basic Text so they reflect the positions that Jimmy had declared were correct, and for which he had been vilified by some.

I had hoped for a little rest following the conference, but it was not to be. We had been given so much work by the conference requiring immediate action there was no time for relaxation. But this was not the same office I had taken over a year earlier. Then there had only been two of us, and I had been confined, by necessity, to getting orders out, starting an accounting system and handling the very basics of a business. As we hired more people, got them trained and their work to fit harmoniously with others, the work I did moved on to other areas of concern. Yes, I always watched closely what each department was doing, but in time, more of it became routine and needed less supervision.

As this conference ended, I could truthfully say our literature sales and distribution responsibilities were being handled smoothly. The clerical staff was doing the majority of other routine matters with equal ease. I did, however, directly handle the ordering of inventory items. Even so, more of my time was spent working with the trustees and the conference leadership. The focus of my priorities therefore shifted, and the challenges I had to face were very different than those of the previous year.

Although the conference had expressed its preference that I stay a second year, there were a few practical matters to consider. My income from the office was about twenty thousand dollars less than income from my consulting work, and the number of hours I worked was oppressive. But I had the feeling that progress was being made toward getting the office organized, and I had begun to see this as a test of my character: was I strong and wise enough to successfully guide the growth of this office to a level that was needed now? We {311} were getting better, but I felt it was going to take several more years. Actually, I was so eager to test my own abilities that I had decided to stay regardless of the stress and the low income. But just in case, I had written in the proposed budget a substantial salary increase for myself if the board wanted to be so generous.

That was immediately tested. The office board met three hours after the conference had concluded. Chuck presided, and all nine members were present. Three of the individuals who would be added at the June meeting were also there. The board voted to draft two of them from the "pool" immediately: Bob R. (Show-Me Region), and Chuck L. (Arizona). Both were present, so they began immediately to participate in the meeting. Among other decisions, the board adopted a financial policy and a credit sales policy I had sent to them earlier. A budget was adopted based on an estimated income of \$583,763. Twenty thousand books were ordered, but the printing was to be held up until the Fourth and Ninth Traditions balloting was over.

Our first task was to prepare a report to the fellowship that contained the actions "sent to the fellowship for group conscience." This was prepared and in the mail within a week. It contained the language of each motion intended by the conference for fellowship-wide group conscience, and I believe this was the only time it was done in the years I was there.

The most important task was to get the group conscience vote on the Basic Text language accomplished. It was somehow decided that Bo S. would write the argument for leaving the Text in the form published as the Second Edition. Chuck G. was given the task of writing the argument in favor of returning the language to the First Edition version. After some delays, we got their input and prepared the ballot.

We worked closely with Bob R. and George H. in preparing this mailing. It went out on May fourteenth by first class mail. We then had to sit and wait. The board had decided not to order a new printing of the Text, in case the change was approved. We thus ran the risk of being out of books later on.

Our May *Newsline*, distributed just after the conference, announced formation of a “Loners Group,” a meeting by mail of people who were unable to attend regular meetings. It was another signal that NA was performing its basic responsibilities (as measured against AA). Over the next few years, the project was to serve the needs of hundreds, maybe thousands, of addicts. For a while, we had a lot of prison inmates involved as they sought contact with outsiders. Some of these folks were probably not really addicts but had obtained the information from others who received our *Newsline*. They simply wanted someone to write to. It took several years to build up H&I (and its future publication for inmates) to take care of their needs and {312} separate them from the Loners Group. A *Loners Letter* was started and published four times a year. It is still going strong and helps a lot of members who are not able to attend regular meetings.

Right after the conference, I began looking for a magazine editor. We sent a letter to regions, areas, and newsletter committees seeking applicants with the skill, interest, and clean time (five years). We received eight applications, and after thorough evaluation, narrowed the field to three candidates. One refused to move to Los Angeles and another didn’t have the required five years clean time. The remaining candidate had been an occasional contributor for the magazine and his writing had caught my attention. His articles were clear, well written, and informative. The author’s name was Ron H., and we soon talked about the possibility of him coming to work for us.

While that was going on, I assigned Greg R., our part-time shipper, to be the interim editor. He was then in his third year at UCLA and maintained an academic standing that guaranteed he got scholarships. Although reluctant at first to take on the responsibility, he soon dug right in. He was between semesters, and worked longer hours for a few months. We didn’t let him do any shipping; but only had him work on the magazine. He organized the review panel and editorial board, started sending articles through the system, and soon had his first issue ready for production. It was a little rough, by more contemporary standards, and we were still a couple of issues behind and playing catch-up, but we had reasonably good material. Greg served as Editor for three issues before Ron took over.

Ron lived in North Dakota, where he was about to finish his last semester of graduate school. He came to interview, and I was convinced without a doubt he was a prize catch for the office, if he would accept. I was thrilled when he said yes. I knew we would use Ron in a variety of duties related to our reports and publications including the *Newsline* in addition to his primary work with the magazine. He was an exceptionally pleasant individual with immense talent. We didn’t finish our negotiations until the middle of July, and he started work almost immediately from his home in Fargo on the July issue. He didn’t actually arrive to work in the office until after Christmas but he managed to get every issue out on time starting with the August issue, and improved the quality each month.

Soon after the conference, I asked Danette if she would come to work at the office on a fulltime basis. We had several discussions before she agreed, as she was concerned about her prospective duties and salary level. At that time I was still uncertain as to how long I would stay and when we might begin looking for my replacement. Danette had shown important skills and attributes that key administrative workers need, and I felt she would be a good addition to the {313} staff, especially if I was going to leave during the coming year. Our discussion was within the context of her becoming my assistant and responsible for overall management in my absence. I believe we both thought she might simply take over for me, at least temporarily, if I left for any reason.

After she was on the job a few months, my opinion of her judgment changed and I slowly moved away from earlier thoughts that she might be my successor. I gave her specific responsibilities for important areas like accounting, public information, and several others, but I eased away from establishing her as heir apparent. She was never to forgive this change of heart, and got her revenge years later.

While Danette and I were negotiating to bring her on the staff, the California region held its annual

election of officers. She had been serving as the alternate RSR and would likely become the new RSR. When she was nominated, she informed the regional committee that she had started working for the office in a high administrative position. She requested they consider the implications of that and the prospect of her voting at the conference as the representative of the region, even on matters that affected the office. They elected her RSR, seemingly without reservation.

This was discussed at the June board meeting, and although there were some reservations among the board, there was strong objection only from Bob R. We had several lengthy discussions about this and I felt he was more opposed to her on personal grounds than as a staff member who could also vote at the conference. After the decision became public, we received a negative reaction from a few RSRs who had been part of the “standing minority” but most expressed no concerns. The prevailing opinion seemed to be that the Southern California region had the right to elect any member they wanted as their RSR.

She and I had discussed this beforehand, and I was willing to have an employee who was also a voting delegate at the conference. We agreed that if a clear conflict arose, such as if the conference was going to vote on some matter that directly related to working conditions, wages or work assignments (an unlikely prospect), she would decline to discuss the matter and have the region’s alternate participate in her place.

We published another *Newsline* in early June, highlighting the budgets adopted by the conference and the office. We stressed our projection that conference income was not expected to cover the approved expenditures. The article asked regions and area committees to sponsor fundraising events and send the proceeds to the conference. It was possibly a good idea, but it never worked well. We also announced reinstatement of a limited credit policy. It applied only to {314} regional service committees and would allow them to purchase up to a thousand dollars of literature at a time on credit. It worked well, improving our relations with regions perhaps more than satisfying their literature needs. It was not long until the discount percentage and thousand-dollar limit had to be boosted up, as some regions were ordering up to five thousand dollars’ worth of literature at a time.

We also announced an office intern program. The board approved it as a way to train employees that would operate the regional offices we expected would spring up in the coming year. The board authorized the office to pay for half the transportation, the hotel expense (if necessary), and a small salary. The training was expected to last six weeks.

Fairly soon we got our first, and as it turned out our only, trainee. The Lone Star Region of Texas wanted to send their “soon to be” office manager. In a matter of weeks, he arrived and we proceeded to acquaint him with each aspect of office operation that we envisioned he might benefit from. He was diligent, hardworking, and quick to learn everything we offered. When the training was over, he returned to Texas. After a few months, I was advised by their board, who had asked for the training, that their man had taken other work and would not become their employee after all. The intern program was another idea that just didn’t work out. We didn’t try it again.

Another *Newsline* article discussed the preparation of the Third Edition of the Text which would include new stories, and if the balloting was done, a revision in the language. I visited the printing plant in Fairfield, Pennsylvania during May, and I reported to the board that it was more than adequate to handle our printing needs.

While on the visit to the printing plant, I took a side trip to spend one day at the Ohio regional convention. They had invited Johnny H. from London to be a speaker. I had spoken to him on the phone from time to time, as he was in charge of ordering their literature. Frankly, I was unaccustomed to the English accent and rarely understood what he said in our phone calls. I had hoped to spend some time with him in Ohio and work out better arrangements for getting literature to them.

Johnny and I did have a little time together, and worked on reducing the literature delivery and purchasing complications. We agreed that the money they would owe us for literature would be held in their accounts until we made other arrangements. Our idea was to consolidate payments in large amounts rather than paying high processing fees on each order. The transportation cost and the charge our bank assessed

to process their payment would often exceed the cost of each order, even given the markup afforded them by the price break. {315}

We would send to them a large order on credit to give them a stockpile, and temporarily they could sell to others in Europe. Unfortunately, we didn't have enough time together nor did we fully understand what each other meant half the time, so we quickly returned to having problems with their orders. Part of the problem was that I frankly didn't understand the costs and complications inherent with international sales and shipping. It would take another year before things got better, but they were at least getting literature.

The board met in early June for its annual meeting. After seating the new directors (Stu T., Chuck L., Bob K., and Steve B.), the board elected Chuck G. as president. Vivian was elected as vice-president and although we continued to elect a secretary and treasurer each year, those positions were entirely ceremonial, as staff now performed those duties. Viv's election caused a momentary problem that had long-term consequences. Bob R. was not nominated, but he later told me that Vivian and Sally E. had both promised to nominate him. He was quite angry, and felt he had been deceived.

As the meeting proceeded, he simply got madder until he reached the boiling point. He rose from his chair, announced his resignation, and left the meeting. The board did not act on his pronouncement, and I later convinced him to cool down and retract his resignation. He did, and served for another year on the board, but he never forgave Sally or Vivian for what he believed was a betrayal. Throughout the rest of Sally's time as a world-level trusted servant, Bob was her constant nemesis.

The board approved the single literature shipment to London, and they signed off on the arrangement I had made with Johnny for holding literature money in their accounts until we asked for payment. I estimated that maybe we'd ask once a year or so. They also approved requests from the Select Committee and the trustees for travel and accommodations for their meetings (money for this had not been included in the conference budget). This was to have an unusual consequence several years later. Chuck L., then a new board member, endorsed this idea and supported its use on numerous occasions over the next several years. However, when he became the conference chairperson he wanted to make all the decisions, and so he no longer supported the WSO board having this in its budget. This turned into a vigorous struggle between Chuck and me, but all that comes later.

At this meeting, the board also approved a proposal to establish a sales discount policy that would permit a twenty-five percent discount for purchases of more than \$50,000. They created a committee to resolve the impasse with Hazelden and similar sales policy questions. They also authorized printing at the Pennsylvania plant I had visited, {316} and gave me the authority to increase the print order if Hazelden actually ordered a large quantity of Basic Texts. They decided to have typesetting done for new stories added by the conference, and they got prepared to modify the Fourth and Ninth Traditions if the fellowship voted to do so. Completion of the typesetting, however, depended on getting the group conscience vote over with.

A week following the board meeting, the Select Committee had its first meeting. We had mailed a request for input to the committee soon after the conference, but none had been received. There was not much done in preparation for the meeting, as Bob, George, and I had been busy with other matters. Nevertheless, we met and outlined a general approach to the work. Bob had pretty much decided that he and I would have to do what we had done before. That is, we would have to write it ourselves. In order to give us the time, the committee was not put in harness and driven like a team the way we might have approached leadership with such a major task at hand. Instead, they were left to their own devices, and they drifted. The members had such a vague idea of what should be done that, as Bob avoided exercising strong leadership, the committee simply wandered from one thought to another and accomplished little.

Near the end of June, we sent a letter to region and area committees announcing we would begin to sell additional copies of the *Fellowship Reports* (and by implication the *Agenda Reports* too). We required the orders to be mailed in advance of the publication date. The project was a little shaky the first few times, but by the next spring, the system went well. No longer would the fellowship have to experience a

delay in getting information to the areas and groups.

The transition from Bob R. to George H. as chairperson of the conference did not really affect how things got done between the conference and the office. George, Leah, and I were on the phone three or four times a week. And one or the other was in Los Angeles every few weeks. George and Leah were also very diligent in communicating with their committee chairpersons. This was also a subject of our conversations; whenever a committee chairperson would call me and ask for something unusual, I would discuss it with George and/or Leah. One or the other (and occasionally both) were always at trustee and directors meetings. They kept on top of everything!

While we waited for the Basic Text ballots to be returned, we worked hard on being prepared for either outcome. We eventually realized the group conscience ballot was not as quickly done as the conference motion had envisioned it, as several regions were not scheduled to meet until after the deadline. George polled most conference participants by phone, and after gathering general concurrence, a letter was sent to each region and each conference {317} participant extending the deadline for ballots from June thirtieth to July fifteenth.

As the new deadline approached, we encountered another problem. Three of the stories to be added to the Text were riddled with errors in syntax and grammar, and one had a profane statement that was offensive to some. A strong reluctance arose within the Literature Committee against printing them unedited. Their opinion was that corrections should be made now – *before* printing the Text – rather than fighting next year to change the Text after the errors were already in print. This was potentially just as explosive as the original problem eighteen months earlier with the language of the Fourth and Ninth Traditions.

The problem was first brought to light in the proofreading session. The proofreading team then took the issue to the literature workshop a week later in Knoxville. The Knoxville conclusion was to edit and print. When Ginni presented this to me, I said no. I reported to the board in a written report about my discussion with Ginni, “She gave me the revised language for the three stories. We had a lengthy and polite discussion about the stories and the review done by the Literature Committee. The final line, I told her, was that the WSO would accept revisions in the stories only in the form of spelling corrections and corrections in punctuation. Word changes were not acceptable, even if they were corrections for Tradition violations or for clarity.”

I asked the board for direction, based on four options I presented to them: 1) Print with no changes; 2) Omit the stories and send them as edited to the conference for action next year; 3) Print as corrected for punctuation only; 4) Take the matter to the fellowship in the same manner as was done with the edits to the Fourth and Ninth Traditions. A compromise was eventually reached. If we got the unanimous consent of all the trustees, directors and conference leadership to print as edited, we would do so. And, much to my surprise, we actually achieved that unanimous consensus.

George, Sally, and Chuck wrote about this problem in the first *Fellowship Report*, which we mailed in July. I followed up with a *Newsline* article in which I presented the dilemma. The article concludes with the announcement that we were going ahead with what we believed to be the best course of action. The board had been comfortable in taking this position since all three service arms had supported the action and the fellowship was notified in advance. We made the corrections and went ahead with the printing. Fortunately, the combination of the unified approach, the openness in advance, and the *Newsline* article, prevented an angry response. {318}

The Text ballots were eventually received and counted. When they were released to us by Bob R., who had been selected to monitor and tabulate the mail-in vote, we helped George publish a report to all the regions and other voting participants on the outcome. The vote was thirty-eight in favor of returning to the language as Jimmy K. had printed it in the First Edition. Only eight voted to retain the language that would have declared the service structure to be something other than part of NA. I never talked about this with Jimmy, but I know he felt vindicated and more than pleased. We finalized the typesetting and moved ahead to get the Text printed. However, these delays put receipt of the Text off until November.

Concerning the Second Edition Texts we had in stock until the new printing arrived, the board directed that we produce and insert gummed labels, printed with the *corrected language* for the Fourth and Ninth Traditions, in the nearly nine thousand copies on hand. We quickly had the labels printed, spaced to fit the area on the appropriate pages, and proceeded to insert them. For a few days, everyone with a free moment was pasting correction inserts. We also printed enough inserts to send to anyone who requested them.

While American members were engrossed with the Fourth and Ninth Traditions issues, in Ireland, the fellowship was preparing for the second annual European service meeting. And, much to our dread, the International Committee officers were getting ready to go over there and get involved. We really feared they would mess things up. The fledgling European fellowship was trying to work together and get organized. They had held the first European service workshop in the summer of 1983 in London. Although it didn't accomplish much business, the fact that a meeting was held was success enough. Dublin, Ireland was the 1984 site, and both Roger and Shane (an Irish citizen living in New York) were determined to be there.

We learned that a contingent of the "standing opposition" was going to attend also. Roger and Shane requested funds to pay for the trip, but were refused at first. After a while, George and Susan relented and agreed to allocate five hundred dollars for the trip, providing we received evidence of every expenditure. We sent the money and they went to the meeting. Try as we might, though, we never got receipts or an accounting for the money. I believe Roger and Shane were both helpful and confusing to the Europeans. Neither had enough experience, in my opinion, to have a truly balanced view of the future of NA. They were not really prepared to help get the new European fellowship off in the right direction. Besides, they were both young enough in recovery that some of their thinking was still confused. Roger made some commitments on behalf of world services {319} that were not supported by the conference leadership or the office later on. This created some hard feelings that took years to overcome.

Roger also managed to get the Greater New York City region to loan him a supply of literature he would sell while in Dublin and return with the money. He sold the literature, but the New York fellowship didn't get the money. In Dublin, he convinced the Irish committee, probably without much effort; to advance him a supply of T-shirts they had made commemorating the event. He was to sell them in the US upon his return and send back the money. They never saw the money or the T-shirts again. Roger was a likable guy, and I loved him, as did most other people, he just wasn't the person to trust with money. But his dedication to recovery was contagious and he was fun to be around.

By mid-October, the International Committee had ceased functioning, and Roger was laying low, not responding to anyone. George, Leah, and I tried to communicate with him in an effort to get the committee going, but to no avail. George wanted him to get back in the groove or to resign from the committee. Sometime in November, he indicated a willingness to resign. George was to send Leah to New York to meet with the remnants of the committee and take over its management, but that was months away.

During the mid-summer months, Robin sent us the remainder of the *NA Way* magazine things she had. There were back issues (which we added to our inventory), and the releases and stories that had been submitted. One of the interesting tidbits of *NA Way* history was the discovery that fifty-one of the first one hundred and fifty articles were authored, or co-authored by one person. When I showed that to Bob R., who had been an opponent of the magazine from the beginning, I got one of his "I told you so" looks and a shake of his head.

Meanwhile, during that summer, we spent a lot of time working with the other conference committees. The Literature Committee met in Knoxville, Tennessee in July, and the PI Committee met in Boulder, Colorado. We helped prepare the committees for their meetings and provided a staff person to assist at both. We provided even more assistance after the meetings were over in order to accomplish the new work they decided upon.

First were things from the Literature Committee. Ginni had approached us in May to do the typing for

the updated drafts of their projects. We agreed without hesitation, and Ginni began sending things to us, working with the clerical staff by phone, and periodically visiting the office. The Literature Committee decided to focus on getting approval at the next year's conference for the *Handbook for NA Newsletters*, revisions to the pamphlets *Self-Acceptance* and *A Physician's Viewpoint*, along with revisions to the Basic Text. {320}

At the PI meeting in Boulder, Colorado, the committee established a work plan that included development of a comprehensive handbook, a properly organized national PI network to handle the media, and possibly some public service announcements. They also decided to conduct a survey that would serve as a census of NA to learn more about the composition of NA membership. It may have been a fine idea (AA had been doing this for a number of years) but for NA at this stage, this idea proved as volatile as dynamite.

Kim gave assignments to her committee members for different aspects of the work. Danette, on behalf of the office, agreed we would perform a variety of typing and copying duties. Danette had returned from the Colorado workshop reporting everything was well with the PI Committee. I thought things were going quite well with them too. Then in late August, out of the blue, I received a letter from Kim criticizing me for not providing assistance to them and for thwarting their work. I was shocked. I immediately called George and Leah to help me figure out what was going on. With their help and a few quick letters and phone calls, we were soon getting along quite well again. In fact, I accompanied Kim to a PI workshop in late October to West Virginia. But deep inside I don't think either of us really trusted each other, then or afterward. And in 1990, I believe this long-simmering distrust made it easy for Kim, then a trustee, to participate in my removal.

In an effort to smooth over any real or imagined difficulties, we quickly helped put together and distribute the member survey Kim had been working on. It was published in the *Newsline* in late August. It immediately blew up in our faces. It was a one-page questionnaire that asked the members' age, sex, clean time, drug of choice, and how they first heard of NA. It was the question about drug of choice that caused the blowup. The survey was voluntary; no one had to answer if they elected not to. They were not even required, if they volunteered, to answer all the questions. And, while it is true that NA doesn't care what drug a person used, the committee felt it was desirable that the question be asked. They held that the public at large did make these kinds of distinctions, and it would be helpful in answering questions about NA to be able to provide responses to these kinds of questions.

The drug of choice question became a rallying point for the opposition. When Kim and I went to the PI workshop two months later, this was the primary focus of anger from the standing minority. They were incredulous at what they perceived to be a lack of understanding of NA's First Step and basic philosophy.

Kim's committee was also working on a comprehensive publication that would become the *PI Handbook*. The outline that evolved {321} over the next few months took on the proportions of a major new publication. The committee asked me to write some sections because of my experience and knowledge in these matters. Over the next few months, as time permitted, I worked on it. Fortunately, Kim would frequently ask about progress, and that was always enough prodding for me to get some more accomplished. Sadly, with so many other things taking up my time, I did not have the opportunity to put enough work into it early enough to have it ready before it was critical in their schedule.

One of the issues that came to the forefront that summer was the frequent and often unfortunate exposure of addicts in the mass media. It was an election year, and the politicians and media executives were using drug addicts as a way to get attention. Sensationalism was good for politicians and the media outlet broadcasting the story. It didn't matter to them at all what the repercussions such notoriety had on the addicts' prospects for recovery. For the next few months, this became a major concern for Kim, the trustees, and our office. The media didn't care about or understand anonymity. In fact, anonymity was against their perceptions of what was important in a story. So every evening in the news, more addicts were exposed on national TV with interviews and cameras.

PI Committee members across the country were being confronted by reporters who wanted to conduct

interviews of addicts in recovery as well as those still using. Often a national news story would result from one of these local contacts. Every day we were being called for advice. Kim, George, Sally, Danette, and I spent a lot of time discussing these situations and helping when we could.

Reporters wanted the drama and emotion of a using addict in the throes of addiction. We would not consent to be part of those kinds of stories. We were interested only in talking about recovery and doing it within the framework of the Traditions. We could not control what local PI Committee folks did, but we gave as much advice as we could. In time, we began moving toward development of a policy that could be practical and afford NA the best possible response to inquiries, stories, and incidents. This was developed over the next several months and put into place on an interim basis. It provided for a response team, which included Kim, the trustees, the conference leadership, and the office (usually Danette or myself).

We had fewer problems with other committees, except for continuing foul-ups with Literature Committee work. For some reason, we consistently made big mistakes with things we did for them. I had to admit they were oversights based on my lack of attention or misunderstanding of what Ginni wanted done. In one case, we announced in the *Newsline* that a pamphlet was being withdrawn from {322} circulation based on a decision of the conference. Unfortunately, I had the title wrong and had to issue a correction later. We didn't really begin to adequately serve the Literature Committee or their growing needs until we hired a coordinator to directly accomplish their work.

From time to time, Bob R. and I would have discussions about the Select Committee work. We had some material written and we had created an outline, but there were so many other things going on for both of us that we seldom had time to really get much done. Recognizing the November deadline, we went ahead and organized a meeting of the committee at the office in August. The meeting was held, but didn't produce much. The committee as a whole was less than urgently in favor of re-writing the entire *Service Manual*. Another meeting was scheduled for September.

We had good luck and a close relationship with the H&I Committee. Bob B. from San Francisco came to LA for a few days in early July. He, Bob S. of the WSO Board, Danette, and myself developed a comprehensive work plan for the H&I Committee. The plan envisioned a two-year effort to better organize the committee, develop new H&I literature tools, and systematically respond to requests from institutions. He took this plan to his committee, and over the next few years, each item was implemented. We helped at every stage, especially later in the year when we hired a coordinator for H&I work.

A high priority for us following the conference was the newly formed Convention Committee. The World Convention had been an independent activity with no world service oversight or control since 1977. Because it had grown so large, the conference decided to assure that it was managed properly, including an accurate accounting of the money. It was a new committee, and its chairperson, Bobby B., was an active and experienced convention leader. Two other experienced convention devotees intent on being active on the committee were Chuck L., and Stu T., who had both been added to the office board. During the summer months, they assembled a comprehensive package of convention guidelines from material received from conventions with written policies. A lot of the material came from Bo S., who had chaired an ad hoc committee on conventions a year earlier. The committee held a workshop in Philadelphia and one at the World Convention in Chicago to gather more input and draft guidelines.

All of these activities by the committees, the trustees, and the office were fully reported in the August *Fellowship Report*. It was a fine example of the "up and rolling" forces that had evolved in harmony in hardly a year's time. Through the hard work of the combined leadership of the trustees, the office, the conference, and its {323} committees, unity had developed. We were truly working on problems together.

In the office portion of the *Fellowship Report* we noted that *The Little White Booklet* and five pamphlets had been produced in Braille and were available for purchase. We were entering them into the national Braille library system so Braille library could have copies sent to them free of charge. Each copy of the White Booklet in Braille cost the office about \$3.00 so we were going to lose money, but it was worth it. We also announced we had completed drafts of French and German White Booklets and pamphlets.

We had just received these back from translators hired through California State University Northridge. We were sending them for typesetting and then on for review by members in countries where they would be used. We had also found a person through that university who we planned to use for translations into Spanish. The Spanish was scheduled for work in September, and at the same time, we had contracted with a professional tape recording company to record the Basic Text on cassette tapes. We felt we were on the right track with translations and special use materials.

During the summer and fall of 1984, George became concerned about the Finance Committee. The bulk of its membership seemed to be from the standing minority, and that concerned us. Over the following months, he and Leah tried to keep abreast of everything the Finance Committee worked on.

During the summer months, I had regular contact with the Chicago Convention Committee. Five members of the committee had periodic contact with me beginning soon after they were selected to host the 1984 convention. One of the first questions had been about incorporating the Convention Committee as a non-profit organization and obtaining tax-exempt status. Without giving the matter a lot of thought, I concurred that this would probably be a good idea. They had incorporated and were filing for tax-exempt status.

As the convention came closer, the number of issues they called about increased. We included copies of flyers in the *Newsline* on two occasions and did our best to promote the convention. When it came time to discuss literature sales at the convention, by agreement between myself and the WSO Executive Committee, we decided that I would go to the convention so I could monitor the sales, but leave the actual sales to their committee. This was a relief, and made the convention much more productive for me.

In August we sent our last offer to Hazelden to allow them to handle our literature on mutually agreeable terms. At the same time, I sent the board a travel policy that could monitor and control how we handled, authorized, and accounted for travel paid for by the office. {324} This policy would cover travel by all trusted servants and employees. It also included a procedure for getting approval for travel that was not in a conference budget. Travel not directly part of an office responsibility, and not included in a conference budget, would require agreement among myself and the chairpersons of the trustees, the conference, and the office. Included with my report to the board was a policy proposal for how to review and approve speaker tapes for inclusion in the inventory.

To the theme of "Miracles Happen," World Convention attendees began arriving on September second at the Hotel Continental in Chicago. The Thursday evening meeting returned to the participation format, but Friday featured two kickoff speakers. (RH1) The convention was a tremendous success, with more than two thousand members present for the Saturday evening speaker, Greg P., who spoke to a rousing audience. Again I was amazed at the pandemonium that reigned when newcomers came forward in front of the crowd of thousands to be recognized. It was a moving spectacle. The convention ended in the usual way, with a Sunday morning spiritual speaker.

The Chicago committee was meticulous in the records they kept of their meetings and transactions. About six months after it was over, they gave me a copy of everything – some 600 pages of minutes, bank statements, reports, and receipts. I used this from time to time in subsequent years as resource material when other conventions needed help. We also used parts of it in the convention guidelines.

I spent a lot of time simply talking to people during the convention. Since the office had done such a turn-about in the past year in getting orders out on time, I received very few criticisms. Just the same, I was busy nearly all the time. Every time someone found out who I was, new questions began. There was a major difference this year though – I got lots of praise for the dramatic change that had taken place in fifteen months since I came on board.

I tried to meet with folks from Europe to talk about how things were going with London's literature distribution operations, and about translations. The Irish said it wasn't working, and the Germans were already pretty much on their own. My general fears about the administrative weaknesses of the European

fellowship were confirmed. I felt we would have to embark on a different course of action than I had tried to establish with Johnny H. I learned I was expecting too much out of the Europeans too soon. The fellowship over there needed a little more time to mature.

On the domestic side, there was much less hostility towards me and the office. Yes, there were still some who were wary, but overall {325} the discussions and questions were positive and less intimidating than they had been a year earlier.

Much of my energy during the convention was devoted to the conference committee meetings that were being held throughout the weekend. George and I divided them up between us. Bill H., the Policy Committee chairperson, had been having a tough year. Since the Select Committee had been created, there was relatively little for the Policy Committee to do. The committee was small and somewhat demoralized. They discussed concepts of “trusted servant” and a “working definition of group conscience.” More work was planned for a workshop in November. A similar report was given by Dale A. about the Finance Committee. They continued to move along with the treasurer’s handbook, and planned for more work in November alongside the Policy Committee in Knoxville, Tennessee.

Selection of the 1985 convention site was conducted with the usual fanfare for those years, and the bid from Washington DC was chosen. At a hastily arranged meeting on Sunday morning, I met with the bid committee and members of the Chicago committee. Over the coming year, I was occasionally called by the Washington committee, but they worked most things out for themselves.

The trustees also held a meeting during the convention. Eleven were at the meeting, the most ever for a meeting away from Los Angeles. They recommended that approval of the pamphlet *For Those We Love and Others* be withdrawn, assigned a trustee to work on each Tradition chapter with the conference Literature Committee for *It Works: How and Why* (the new title for the publication earlier referred to informally as the “Twelve and Twelve”). They spent a lot of time discussing what their role was in world services and how to be effective. They unanimously voted to endorse the minor editing and then printing of the three stories in the Basic Text. They also voted to endorse the speaker tape review and approval system and agreed to participate in it. Equally important was their decision to endorse and participate in the travel policy the office directors were also considering.

Earlier that summer the trustees had received a request from the fellowship in Australia. They described their need for guidance in the form of a visiting trustee. They had specifically requested a woman, preferably at the time of their next convention. After due consideration, their request was granted; Sally went in late September. Her visit was the first by a world-level trusted servant to Australia, and they took grand advantage of the opportunity. They arranged meetings with federal corrections officials, news media, and professionals. She was seldom alone throughout the convention, as members accompanied her to soak up every tidbit of recovery insight {326} she had to offer. This was to set the precedent for a number of similar visits by world-level trusted servants around the globe.

In mid-September, the office board met and worked through an extensive agenda. The first item was the viewing of a film that had been made by a college student with Jimmy K’s participation several years earlier. It had been suggested that maybe the office would want to buy the rights to the film and use it to tell the story of NA. They only wanted \$57,000. Kim J., the PI Committee Chairperson, was there to participate in the discussions. The board suggested that the offer be declined, and NA should start from scratch and make its own. The board told Kim that the office would underwrite a public service announcement production for TV if she could present to the board a realistic and viable project.

They adopted a policy for a speaker-tape review process, a travel policy and a discount sales policy. Although the discount schedule they had earlier offered to Hazelden was still not acceptable, the differences were soon worked out. We didn’t give them the full discount they wanted (but we were close), but they agreed to accept direct deliveries from the printer and to pay for all the shipping costs. This saved us money and reduced the loss we would experience in connection with their purchases compared to other sales.

Since the motion permitting the office to sell medallions and similar non-literature items had been adopted at the conference, we had done considerable work in preparing design options for the board. With the notice for this meeting, we had mailed six design options. The board liked several and instructed us to pursue those for possible inclusion in the *Agenda Report*. The design used by K. Bea C. was one of them.

I gave the board an organizational chart that outlined how I thought the office should be structured. It provided for several administrative people on the same salary and responsibility level as Danette. I suggested coordinators for Group Services, H&I, Literature, and PI. The office financial condition at the time was good. We were, in fact, putting about five thousand dollars a month into our saving accounts. I requested only coordinators for H&I and Literature right away and explained that I would reassign Danette to have PI duties. The board was cautious, because the fellowship had never used special workers to this extent before, but they were convinced that the fellowship would tremendously benefit from knowledgeable administrative workers in these fields. They gave approval and left to me the matter of filling the positions.

Within a few days of the meeting, I had talked to the individual I wanted for H&I. Bob S. had been on the Board of Directors at the time for about six months. Prior to that, he had been the RSR from {327} Southern California, and frequently attended board meetings. He had an extensive H&I background. I set up a meeting with him.

I was very blunt in saying I wanted him for the job. He was quite surprised, and at first wary of accepting. His primary reluctance was because he was then a board member and worried about the propriety of having just voted to create the position, then being offered the job. Had I discussed offering him the job before the meeting, I argued, and he then voted on the matter, there might have been grounds for a legitimate concern. But since I approached him only after the decision had been made and without having consulted others about it before the board meeting, I felt we should have no concern over impropriety. He thought about it for a few days, and then called to tell me he would take the job.

We eventually found an acceptable salary level, although I actually think he took a cut in total compensation, as we did not at that time, have a medical plan or some of the other benefits he had been receiving. But he was certainly challenged by the opportunity, and so dedicated to H&I that he was willing to make the personal sacrifice. When I discussed his selection with board members individually, they were all pleased and supportive. He came to work for us in November.

Selection of the literature coordinator was a little different. I had first approached Ginni S. with the idea in July. Because she was the Literature Committee chairperson, and therefore a voting member of the conference, I felt any decision to hire her, should be something she was really comfortable with. I wanted her for the job, as she was simply the best-qualified person and the fellowship needed her experience and skill.

During our discussion, I suggested we could separate her volunteer service work from the work she did for us for pay. We had several discussions about the propriety of this and how to accomplish the separation. I knew she was the right person for the job, even though I felt she would be hard to work with at times. She was always nice, but seemed occasionally to be abrupt with subordinates and was strong willed.

Was she, she wanted to know, getting into a situation that compromised her principles, or her loyalty to the conference Literature Committee, or her independence of thought and action? Was she going to get paid for essentially doing twelve-step work (a recurrent question at the time, since the fellowship was just beginning to more fully implement the Eighth Tradition)? Would I or the office attempt to control what she and the Literature Committee did? I assured her that she would have complete freedom of thought and action, but she {328} had to use her own judgment in reaching conclusions about propriety of coming to work for us. She needed time to consider the offer.

After the board approved the position in September, Ginni and I had more discussions about it. She had concluded, after considerable soul searching and prayer, that she would come to work for the office with a clear conscience, and would be comfortable working in the office as the literature coordinator, providing she would remain free to utilize her nonworking hours (as she was doing while employed in San

Diego) to perform her volunteer duties as chairperson of the committee. She felt that as long as she performed her member responsibilities as a participant in the committee, representing the fellowship at the conference without interference from me or the directors, she could in good conscience work for the office and continue as chairperson of the committee. We agreed to these conditions, and she made preparations to move to LA.

I then had to present the selection to the Board of Directors. In one of my periodic reports to the board, I discussed my choice and gave them both sides of the issue. Most took the news with mild reservations, but several were not particularly happy about it. From Bob R. I got several of those long talks, and only very reluctant support. His view was that even if there were no impropriety, there would be the appearance of it. He felt it might undermine her authority and independence within the committee, and the fellowship at large might disagree about the propriety of the decision. He said he did not like the decision, but would support it if I was committed to it. I was, but I never heard the end of his objections to the decision or to Ginni as an individual.

Response from the fellowship was mixed. Most who became aware expressed no objection. A few were strongly opposed, and made this one more issue they had on the list of unacceptable acts the office was guilty of. The issue was later debated during the 1985 Conference when I presented the office report. Several members clearly and loudly opposed it. Overall, however, the conference was okay with the decision and did not challenge Ginni's right to vote as chairperson of the committee. Neither did the conference instruct the office to refrain from such decisions in the future.

In late October of 1984, I had to attend the PI workshop in West Virginia with Kim. We flew together and jointly experienced what we should have recognized as omens of bad times ahead. Our milk-run journey was held up in Denver while we watched mechanics take a part off the engine of the plane next to us and put it in our plane. Having missed our connecting flight out of Chicago as a consequence, we had to stay the night in an airport hotel. We were treated to a {329} 2:00 AM fire alarm, and had to spend half an hour in the freezing night air while the building was examined.

We arrived in West Virginia to a domestic fight between the spouse and member who picked us up at the airport, and then rode in a crowded car to a state operated conference center some thirty miles from the nearest city of any size. Here we stayed for two and a half days while considerable work was done, but the same forces that had attacked Ginni at the literature meeting a year before were there and attacked Kim. Fortunately, George also came to the workshop and played an important role in keeping the committee on track.

The attack began at the Saturday morning meeting. A well-known member demanded Kim send a letter of apology to the entire fellowship for intentionally breaking the Traditions and then resign as penance for the destruction to the fellowship she and the committee were doing by conducting the member survey. I didn't wait long to launch my own response to this fellow for his disruption and inappropriate behavior. He had not been on the PI Committee or attended a single WSC PI meeting. He and his henchmen stalled the work for a number of hours, but after they had made their accusations and recognized they weren't going to have their way, they slowly backed off.

I was angry and nervous as hell. It was simply not appropriate that Kim and I should have been so viciously attacked by this self-appointed guru or his entourage. It was simply not right that a group of self-appointed "messengers from God" should decide that the fellowship was wrong and they were right on this and a whole list of other grievances they demanded we correct. It was hard to read through their insanity and see any of the positive that might be hidden in their perspective. Kim and I both tried, but the message, if any, was hard to decipher because of the messengers marauding tactics. We survived the attack, and it drew us closer together; our working relationship improved for a while.

A lot of work was actually accomplished during the rest of this meeting, including the decision to authorize Kim to work with the WSO and produce public service spots for television. Over the following months Kim and I worked together to refine our criteria and looked for scripts. I tried successfully to get

agreement on using text from approved literature for the scripts, if at all possible. We spent a lot of time looking at PSAs from other organizations and received proposals from half a dozen companies interested in doing our work. A week after we left West Virginia, the H&I Committee arrived to have their workshop.

While we were with the PI Committee in West Virginia, over in Philadelphia, Bobby B. and the Convention Committee were meeting {330} to compile a draft of the convention guidelines. They did a terrific job. From the thousand or more pages of input, they were able to “cut-and-paste” a draft of guidelines for a World Convention Committee, directly responsible to the World Service Conference. The guidelines covered nearly every aspect of conventions, from merchandising to public information and registration. A system for bidding to host a convention was proposed, along with a geographical rotation for moving the convention to all sections of the fellowship.

There was still more detail work to do when the weekend was over. Bobby took that material home to finalize as much as he could, using Mary B. from Texas as secretary to the committee. It soon became clear that the office’s clerical staff was needed, so we decided to have Bobby bring everything to the office in early December and we would apply our clerical staff to getting his manuscript typed. He had mailed us the draft manuscript and we had it in the computer by the time he arrived. He, Stu T., Chuck L., and I spent two days and nights working it over until it satisfied their vision of how it should read. It was a good document.

At the same time as the PI and Convention Committees were meeting, the WSO staff was putting the final touches on a mass mailing to treatment centers. We had about two thousand *World Directories*, which were now about a year out of date. We mailed them as gifts to treatment centers, hospitals, and a selection of public agencies. We also included some pamphlets, a White Booklet and order forms. This resulted in an immediate sales increase. In the next three months, our sales to these potential customers shot up to over \$25,000 a month and simply stayed there. I was always pleased that my mistake in ordering too many *World Directories* turned into a blessing.

Throughout the summer and fall of 1984, Bob R. and I continued to meet regularly as we had been doing for a long time. We spent a lot of time together working on the draft of the new *Service Manual*. The Select Committee had held its second meeting during October. The committee had discussed a wide range of structural issues, but was uncertain about what a new service structure should look like. The only thing that clearly came from that meeting was a desire for an entirely new document (at least in style, format, and organization) rather than a simple modification of the *Service Manual*. Before and after the meeting, Bob and I were working our way through each chapter with new ideas. We followed the same routine from the year before. We discussed each idea, and then I entered it in the computer. We then printed it out and talked about it again. Additional {331} changes were made at a future meeting, and then back to the computer I went. We worked our way through the whole thing this way.

Despite the time Bob and I spent together, it eventually become obvious that the *Guide to Service* material, as we were calling our working draft, was not going to get done by the November deadline. A report explaining the complexity of the material, and the need for deliberation rather than speed, was published in the fall *Fellowship Report*. There were a few who were probably disappointed, but there were not many real complaints. Over the following year, one delay after another came up and the work didn’t get done. Although we didn’t set out to delay development of a successor to the *Temporary Working Guide*, that was the result. The *Temporary Working Guide to the Service Structure* remained as the service manual for the fellowship.

Chuck and I had been talking off and on during the fall of 1984 about the creation of a succession plan for my position. Chuck brought the discussion up at the November board meeting, and I was directed to draft a policy and procedure related to that, including a job description. They modified the discount policy approved at the previous meeting to accommodate one last glitch with sales to Hazelden. Hazelden soon thereafter made their first purchase of the Basic Text, ordering more than \$101,850 in literature, including

20,000 Basic Texts. The policy applied to any large purchase, and in time, a number of NA offices were buying their literature at the same discount.

In early November, Bob R. and I went to the Literature Committee workshop in San Diego. The committee was working on the cut-and-paste operation for the Steps and Traditions book. Ginni had organized the work into four or five teams, each working on one or two of the Steps or Traditions. I was “volunteered” to help one group of three members discussing Traditions. I worked with this group for two days.

Each working group was simply taking text (unconnected paragraphs mostly) that had been accumulated from prior input and trying to line up the input in a coherent order. It was not a realistic way of getting a good product. We did manage to remove duplicate material and create a logical sequence. For several Traditions, there was so much duplication that once extraneous material was removed there were hardly two or three double spaced pages of information. And most of it was a poorly worded restatement of sentences already in the Basic Text. There was almost no new or original material, and therefore it would be of little value to members searching for knowledge and inspiration beyond what was in the Basic Text. {332}

When it was over, we went home a little discouraged. We knew something had to be done. Although, according to the timetable the full committee had established earlier in the year, Ginni felt constrained to publish the material, such as it was, as a review form. According to the NA literature development process, a review form was a draft of a work-in-progress that would be submitted to the Fellowship for a year’s review and input, hopefully leading to an approval form of the piece to be submitted at the next conference for approval. I agreed we would put the review form together for the committee.

Through this process, we came to believe a new approach would be needed if we were going to produce good literature on the Steps and Traditions. Within a few weeks, the Literature Review Committee had read the San Diego draft and had begun discussing with Ginni alternatives to publishing what had been produced from the two workshops.

Out of those discussions emerged the idea of hiring someone to help polish the material that was already available and integrate new material that the Literature Review Committee felt they could generate. We approached Sally and George, and both promised their support if the literature guidelines allowed it. The guidelines did, and through conference phone calls to the Review Committee, they decided to request the office come up with the money for the project.

In the fall of 1984, things began to fall apart in the International Committee. For a while, Roger reverted to the same behavior he exhibited when he was failing at chairing the Literature Committee three years earlier: He hid out. People could find him at meetings and at various functions, but he wasn’t communicating with the International Committee at the level they wanted. This was tough on him, since some of those he had appointed to the committee lived in the New York City area. Shane, his vice-chairperson, lost patience and began calling George and Leah. Soon others were calling too. People were quite concerned about the surfacing financial improprieties connected to Roger’s Ireland trip. The New York Service Office wanted their money, the Irish wanted theirs, and Susan, the conference treasurer, wanted an accounting for the money we gave them for the trip.

George and Leah made several efforts to reach Roger and see what could be done. But history repeated itself, and Roger just hid out until George relieved him of his duty in November. Shane took this decision with mixed feelings. He felt he should have immediately been given control of the committee. But he didn’t have a lot of clean {333} time, and with the committee in the state it was in, George selected Leah, to take over the committee until the conference.

In late November, we published one of our best *Newslines* ever. It was well written and contained a lot important information. George wrote a brilliant three-page report about the growing problems the fel-

lowship was experiencing and the need to work together. An equally well-written article by Sally stressed the need to accept the group conscience of the fellowship as expressed through the World Service Conference rather than giving too much weight to the voices of dissent after decisions were made.

Bob R. wrote a statement containing an explanation for the Select Committee's failure to produce its replacement *Service Manual* in the six months assigned by the conference. He said that the committee expected to have a draft in January, with review and modifications taking place in March. Workshops would then be needed during 1985 to develop the work further, with a final workshop in November of that year. Approval, according to Bob's proposed timeline, could be accomplished at the 1986 conference. This was the first nearly realistic schedule ever written about revising the *Service Manual*. However, it was still too optimistic.

In December, when the trustees met, they reviewed a video being sold by Hazelden and some other videos produced by local PI Committees. The Hazelden production was found to be offensive to our Traditions, and a letter was sent to them pointing this out. On the others there were various objections about the quality, content, and image they projected. From this viewing, they began to establish guidelines they felt were important in PSA productions.

The trustees expressed considerable interest in the literature workshop and the status of the Steps and Traditions book, *It Works How and Why*. They easily reached a consensus that professional assistance was necessary and wrote to the Literature Committee to encourage it.

They also worked on an interesting problem that members had talked about from time to time. In the *Starter Kit*, there was a specific reference to the Lord's Prayer as the closing prayer for NA meetings. A lot of groups had been doing that for years, so when the kit was adopted, no one seriously questioned the propriety of the choice. A member who was quite offended by the prayer wrote, charging it violated our Traditions, promising to sue the trustees if they didn't change it.

Although the trustees agreed in principle that a change should be made, they didn't order us to do it, and they sent one of their {334} members, John F., to visit with the angry member. He was not mollified, and his letter set in motion the removal of that specific reference. The trustees included the proposed change in the *Agenda Report*, and the conference adopted it by a vote of fifty-seven in favor and two opposed.

Two days after the trustees met, I sent a memorandum to the directors explaining the situation about *It Works* and asking for their input on a specific motion to allocate money to hire a professional writer to help with the project. Estimating the cost to be about thirty to fifty thousand dollars, I told the board we could afford it, and that it would be a good investment considering that we would realize a hundred times the cost from the publication of *It Works*. Sensing we might get all the right concurrence, Ginni dove into a quick search to find the right person, and soon narrowed the focus to two writers.

On December thirty-first of 1984, I sent the directors another report. I noted we had begun sending speaker tapes to the newly created Review Committee. It had taken slightly more than a year from when the board agreed to discontinue selling tapes until the review process began. It would be a few months until we had some tapes approved and added to the inventory to be sold.

Two days later, a committee assembled in the office to go over development of PSAs. Since the office had consented to finance the project, Kim was determined to strike while the iron was hot. Leah had arrived to work in the office as a volunteer for a few weeks and to specifically work on the *Fellowship* and *Agenda Reports*. What would later become known as the Joint Administrative Committee had its first meeting a few days later. It was a busy week.

On January fourth, George and the conference committee chairpersons arrived to discuss the conference and finalize their material for the *Agenda Report*. Sally and Chuck G., chairpersons of the trustees and office board respectively, were also invited. Bob S., Danette B., Ginni S., and Ron H., the newly hired WSO coordinators, were also there. This was the first time that this collection of trusted servants and spe-

cial workers were gathered together in preparation for the conference. Thus was held the first Joint Administrative Committee meeting. It was a very productive meeting and helped generate the best *Agenda Report* so far. They also decided to allocate money to send conference officers and committee chairpersons to several Agenda workshops. Putting the *Agenda Report* together was not entirely smooth. One committee chairperson had brought along a number of motions to include that had not been voted on by the committee. After considerable discussion and some soul searching, he withdrew the motions. {335}

This meeting was a turning point in the evolution of world services. Prior to this, each committee worked in isolation throughout the year. Under Steve B., in 1981, the conference chairperson began to keep track of what the committee did. When Bob R. took over, he expanded this to assert leadership and influence what the committees did. Now, under George, he got them together to begin to think of the conference leadership as a team rather than separate and unrelated committees. It worked very well to bring world services into closer harmony. Committees now had a forum for trading ideas and identifying the impact of one committee's projects on the others. It was a whole new level of mutual cooperation. It also provided them an opportunity to work together in the development of their final *Fellowship Report* and the *Agenda Report*.

Between that Joint Administrative Committee (JAC) and the WSO Board of Directors meeting the following weekend, we interviewed the prospective candidates to help with *It Works*. We assembled an interview committee of two trustees, one conference officer, one office director, Ginni, and myself. The first prospect was eventually rejected, in part because of her recent role in writing a major publication for AA. Some felt that she wouldn't be clear and objective in articulating the NA message as distinct from the AA message.

The other prospect had several self-help books to his credit that had been on the best sellers lists. During the interview, he indicated a preference for having the work done jointly by himself and his wife, who he claimed was equally talented and would do most of the work without additional cost. We felt comfortable with this idea and decided to offer them the work. One of the directors and I negotiated the fee and payment structure with their agent over the next few weeks. The decision to hire them for the project was approved at the March board meeting.

In January, the office board approved my proposal to a revised translation policy. It outlined how we would pay to have draft translations made and then have them refined by member committees composed of people who were fluent in the language being translated. It was a small beginning for a policy, and proved to have its problems as we tried to implement it over the next few years. The board adopted the proposed budget I sent them based on expected income of over \$1.3 million. A year later, we were surprised to learn our income was hardly more than \$50,000 off the projection.

I presented the full background of the *It Works* project at the January WSO Board meeting. There was a thorough discussion, after which the directors gave the green light to go ahead with this approach. At the time, the idea seemed so right. We felt we had found a problem in the development of quality literature and identified a {336} practical solution. We had gathered a consensus for the plan. Literature Committee guidelines allowed for this and the committee had requested it.

Unfortunately we were off on a new experiment that would backfire and have tragic results. It would be several years before this blunder was over with. I didn't consider it a blunder at the time, and staunchly defended the project. However, in retrospect, it seems we were a little ahead of ourselves in taking this approach before there was broad based acceptance and readiness among the fellowship. The idea of using paid special workers to bring this level of professional expertise to a critical project was simply too new to be accepted. The fellowship had many years of experience with the Eighth Tradition's words, "Narcotics Anonymous should remain forever nonprofessional," but was still in the infancy stages of applying the part which states, "but our service structure may employ special workers." (Ed: Bob slightly misquotes Tradition Eight here.)

So our blunder was political in nature. We failed to understand the depth of feeling against using a

professional writer in the development of a key piece of NA literature. Contrary to the accusations which later came our way, however, this mistake was not about a lack of love or concern for the best interests of NA. Everyone involved was concerned first about the recovery of addicts. We were convinced that we were acting properly and in the best interests of the fellowship.

Even while this was going on, we sent the San Diego draft of the Steps and Traditions to a printer. We had several thousand copies made and sent many to Literature Committees around the fellowship.

When the board discussed personnel policy at this meeting, they eventually turned to their reaction over my decision to hire Ginni. Although the board remained supportive of my decision, they decided to have me assign her to duties outside of the literature area until after her term of office with the committee was over. I was disappointed with this, but it alleviated some of the pressure that would have otherwise occurred.

They also decided to take a more assertive role in hiring for subsequent positions. After discussing it at this and subsequent meetings, they decided they would, in the future, determine on a case-by-case basis how each coordinator was selected. For some, they would simply require prior concurrence, and when it seemed appropriate, they would require competitive testing. This was implemented later that year when we sought to fill two other positions.

The *Conference Agenda Report* produced that year was terrific! It displayed one of the most productive and harmonious years we had ever seen in world services. The one hundred fifty-page report was published on schedule and mailed to each conference participant. It {337} included three complete handbooks (H&I, conventions, and finance) and three single page pamphlets for approval (*Hospitals, Institutions and You; The Loner; Staying Clean in Isolation; and Welcome to Narcotics Anonymous*). There were numerous other motions from the Literature Committee, policy, trustees, and the office, including renderings of different options for the medallion design.

The letter from Ginni that accompanied her agenda material started out with details about the decision to use a professional on the Steps and Traditions book. After explaining the background to the review form of *It Works* then available for purchase, she wrote about the use of a professional: "It is also the consensus of the committee that a professional writer should be employed at this state of the process. This writer will use the existing manuscript, together with additional input from the fellowship to prepare the approval form. The final form will be evaluated at the annual meeting of the Literature Committee in November 1985 before it is sent out to the fellowship for approval. . . Again we reiterate, this manuscript is a work in progress. . . We intend to actively solicit input, especially from some of NA's long-term members who have valuable experience in applying the principles of the Steps and Traditions. . ."

By putting such a bold statement in the *Agenda Report* and through other published notices, we made every effort to announce what was being done. The guidelines provided for the use of professional help, and the chairperson was making the declaration that it was being done. She also asked for comments and additional input. As she mentioned in the report, we published the Steps and Traditions as they had been finalized at the San Diego workshop. Seven thousand copies were eventually sold to committees and individuals interested in reviewing the work. Copies were also given to the writers who, as we expected, quickly pronounced it deplorable and told us they needed new material to work from. Over the next five months, twelve members with considerable recovery experience from different geographical areas were interviewed about their understanding of and experience with Steps and Traditions.

After the hustle to get the *Agenda Report* mailed out we sent Danette to Quebec, Canada to meet with addicts who had discovered the WSO back in September. Most of their members were French speaking only, but the contact person spoke English too. There were two different organizations, one calling itself "Prescription Drugs Anonymous" (PDA), and the other "Drugs Anonymous" (DA). They were both independent fellowships, but were using plagiarized material from AA. Between them, they had nearly fifty meetings spread over a wide area of Quebec Province. {338}

Danette had been handling the contact with them through a number of phone calls. Each day revealed new and exciting information, and they eventually asked us to send someone up to meet with them to explain more about NA. After talking it over with Sally, George, and Chuck, we decided to send Danette.

Her trip was certainly exciting. The weather may have been cold, but the reception they gave her was warm indeed. They treated her with love and respect. Her visit, with its accounts of a worldwide fellowship of recovering addicts, was electric news to them. The logic of joining NA seemed irresistible, and within a few weeks, the groups were voting to change their name and join our fellowship. There were two problems to resolve, however. First, they permitted the consumption of beer. That was stopped in fairly short order. The second was the need for French literature. They didn't like the translations we had already completed; they insisted on doing them over.

In March of 1985, the WSO Board of Directors gave approval to lease a second building. Although it was actually several months before we signed a lease, it was an important step. We were fortunate to lease a building just a hundred fifty feet away from our present office, on the same side of the street. The board also approved the agreement with the writer who was contracted to work on the Steps and Traditions.

Throughout the previous months, Kim and I had held a series of meetings on the full range of PI projects. We spent a lot of time working on development of PSAs. These meetings paid off. In February, we agreed on scripts and began looking for companies interested in producing them for us. Five companies responded to our request for a bid, including one public television station. We proposed to the board that they allow us to hire two companies and produce one from each company. They approved, giving us a total of \$36,000 for the project, which we expected to be completed within thirty days. As it turned out, we got four PSAs for a little more than we had expected to pay for two.

On international issues, the board authorized us to bring a member of the new French Canadian NA community to work at the office for six weeks to work on translations. Burt D. was selected and came a few weeks before the conference. He participated in the conference as the representative of Quebec and returned home a few weeks later. They also authorized me to adjust the literature prices for non-US fellowships so the differences in standards of living and economic conditions did not penalize others from getting literature. {339}

A meeting was held in early March at the invitation of the Chicago Convention Committee to review their financial records and distribute the proceeds. Fifty percent was passed on to Washington DC (\$6,318), and twenty percent (\$2,527) was given to the conference. The remaining thirty percent was divided equally between the Chicago area committee and their regional committee, and the Mid-Coast Region. Bobby B., the Convention Committee Chair, and Stu T. of the WSO Board both attended this meeting to help evaluate the financial records. They were more than pleased with what they found, giving compliments to the committee.

Bob R. and I were still working on the *Guide to Service*, hoping to have something ready for distribution at the conference. We were meeting nearly every day, and at times making good progress, though it seemed slow. As usual, I also spent a lot of time working on my annual report to the fellowship. While this was going on, I continued my usual duties of supervising finances, shipping, and other services. No matter what other projects I was engaged in, I met with the accounting and shipping departments every day. We wanted to avoid criticism that we were so busy helping the conference that we were unable to handle our basic responsibilities, so we had to carry out our basic responsibilities efficiently and accurately. Besides, it was an enjoyable challenge to plan far enough ahead with printing and production orders to make sure we had everything in stock when orders came in. And if the money wasn't managed properly, we could easily run into problems.

Another item that occupied part of every day was maintaining contact with the conference. Nearly every day we talked by phone. And the number of calls to Chuck G. of the WSO board or Sally of the trustees were just about as frequent. Even later in the year, when I began to travel, I kept up these frequent

calls. And I also kept hard on the heels of shipping and accounting efforts by phone too.

During March, Kim went to New York to oversee production of the PSA that was being produced there. She was acquainted with the production company, and they worked well together. They produced the best of the lot. The most dramatic was of a woman writing at a kitchen table with a “voice over” reading from the Basic Text while the camera on a crane shifted around her. The other was the computer graphic of the Basic Text, which nearly everyone liked.

While she was supervising those, George and I traveled to Burlingame, a city south of San Francisco, to oversee the two being produced by the other company. We were startled to discover the actual “shooting” had already taken place, and we were only able to see the announcements as they were being edited. Neither of the two were as {340} good as we had hoped. One was the simple hall shot with a camera moving towards a partly opened door while voices of different people were heard, extolling the joy and reward of finding NA. The other was a young man walking in the rain to a phone booth and calling NA while we heard his thoughts about getting sick and tired of being sick and tired.

Both George and I believed the production company had not really taken their cameras out and conducted these shoots. We believed they had used footage taken from some other filmstrips and simply edited it. Since we were unable to prove that, we had no firm grounds for legal action. The PSAs were acceptable, but we resolved to never use that company again, even though they had successfully done work for AA on several occasions. Despite our doubts, all four public service announcements were completed prior to the conference.

About two weeks before the conference began, Bert D. arrived from, the city of Shawinigan, Quebec, Canada. He had been our contact with the new French speaking groups. He arrived to work on translations and began with pamphlets, then the White Booklet, and then more pamphlets. He worked with Ginni and Danette each day. Although he used the earlier translations we had done as the basis of the work, he made significant changes, indicating that Canadian French is different in its terms and usage from the European French or our earlier translations.

During March and April, Bob and I finally had enough time to work on the *Guide to Service* as we now called it. We had worked our way through revision after revision and sent copies to others on the committee and made more revisions. Finally, just a few days before the conference, it was ready. We sent it out to be duplicated and waited. They were not done until the third day of the conference. {341}

Chapter Fifteen (1985-1986)

Light at the End of the Tunnel

The evolution of the conference takes a leap forward with the introduction of combined committee workshops. With increased staff support, the committees flourish. In midsummer, NA is rocked by the death of Jimmy K. He was eulogized at a simple ceremony in the foothills above Los Angeles. Efforts to bridge the gap between the West Coast and the East Coast factions accelerates as trusted servants are shuttled across the country and into Europe and Australia. The unification of a worldwide fellowship becomes an important goal of world services.

The 1985 meeting of the World Service Conference was called to order by George H. on Monday, April twenty ninth, at the Airtel Plaza Hotel, just a hundred yards from the WSO. The hotel had been built in the eighteen months since we had rented the building on Wyandotte, and was, fortunately, big enough for the conference. With most of the participants also staying at the hotel, much more work got done than at earlier conferences. At the first roll call, thirty-three regions answered the call, along with ten trustees, nine administrative and committee voting members, and the WSO. Seven new regions were added after regional reports were given, but a fight erupted over an eighth region seeking recognition.

An effort had been launched in the months just prior to the conference to form a new region in Virginia from what had been the southern end of the Chesapeake/Potomac region. The organizers had gone to groups and area committees with a proposal for the region, but were rejected by most of them. Rather than abide defeat, the organizers accepted any group or meeting that wanted to join and announced they were a region. The result was a patchwork constituency for both regions with some non-contiguous areas. The Chesapeake/Potomac representative explained their region was disturbed about what had taken place, and reported that his region was opposed to the seating of the new delegation. After considerable debate, some of which was acrimonious, the conference voted not to seat the new region. This did not mean the region didn't exist. It only denied the region a vote at that conference meeting. The consensus was that they should work out their differences with their own region and {343} come back with a more unified proposal for the split. The Virginia delegation remained at the conference as an observer and hallway lobbyist.

Also added to the voting roster were delegates from Canada's province of Quebec and from Germany. This brought the voting strength of regions to forty-three. The delegate from Germany, Uli Z., was among the most direct people I ever met. He was very clear with his opinions and observations. He was quite critical of how the US fellowship, and the office in particular, seemed to waste time and energy on frivolous things (fighting with each other was his principal objection) while addicts were dying in the streets.

Burt D., the delegate from Quebec, reported that a number of groups had formed on their own in French speaking Quebec in two independent fellowships, but that most of them had decided to become NA groups. He was speaking to an audience, thrilled that he was there, and thrilled with his news.

George had come up with an idea for something new that was first tried at this conference. On the first evening, the conference took a recess from strict application of the rules of order and opened the floor for wide ranging discussions. This "open forum" gave participants the opportunity to speak their mind on nearly any issue so as to vent anger, criticism, offer suggestions, or simply raise concerns. It proved to be an excellent mechanism to relieve tensions and hear the hidden agendas or complaints some delegates harbored. It proved very effective.

Committees met all day on Tuesday. George and I were busy moving from committee to committee so that one of us would be there when they considered items that affected the office or its staffing resources. Since the office budget was still expanding, we were very accommodating to many requests; still, it was frequently necessary to recommend that committees tone down their aspirations. WSO board members

were assigned to each committee, and they too helped keep a lid on some of the wild spending ideas. We worked well together, with board members participating throughout the meeting and then bringing me in when they got to critical decision points.

The most striking aspect of this conference was the change that had taken place in the committees. This had been the first year they were adequately funded. They received constant attention and leadership from George and Leah. The trustees had assigned their members to work with each of the committees and that had started to take place. The office directors also began to work with committee assignments, lending even more stability.

But the most important change had been the work by our staff. Ginni, Bob, Ron, and Danette had made a world of difference in what {344} took place. Our staff had been able to keep the momentum going, bundling the secretarial and administrative functions so even a weak committee chairperson looked great. The only exception, and it was obvious to close observers, were those committees where a staff person was not assigned, such as the Policy and Finance. These changes collectively caused the committees and the conference leadership to turn the corner from haphazard operation to ongoing success. At last there was light at the end of the tunnel!

On Tuesday evening, the Administrative Committee and I gave our reports. Their reports were short as usual, but mine lasted nearly two hours, followed by over an hour and a half of questions. “Phenomenal” was the word I used to describe the growth of NA during the preceding twelve months. I reported a nearly one hundred percent increase in the number of registered meetings, and sales of 85,664 copies of the Text. The board had met six times and I had mailed them seventeen periodic reports.

Although I reported that the office’s prudent reserve at the end of the 1984 calendar year had been \$130,000, we had temporarily spent part of it on Text printing. The financial report presented by our accountant showed total sales of \$818,045 from which was subtracted the cost of producing the merchandise (\$218,548), leaving a profit (for operating expenses) of \$599,497. Our actual operating costs were only \$381,899 and the remainder, \$217,598 was reflected in our inventory, savings, and equipment. We spent \$17,550 on magazine related expenses, but the magazine had produced income of \$13,440. We had 1,292 magazine subscriptions at that time, but needed over 3,000 to break even. Nevertheless the improved magazine quality and better delivery record showed the conference had made the correct decision a year earlier.

Reporting on the *It Works How and Why* project, I explained about the expense and background to the decision to use skilled professionals and how the selection was made. I even attached a separate four-page letter about the issue that went into considerable detail. It also included some justification for the office having encouraged and financially supported the project, but I was not ashamed of the idea or expense. In the question period, a lot of time was spent on this. Some pointed questions were also raised about my decision to hire Ginni, and about the work assignments I had given her. I did my best, but a few of the standing minority remained unhappy over other matters.

As we had planned, when my report was done, Bob R. gave a brief and general report from the Select Committee. There were few questions at the time, as the draft had not arrived from the printer (it was distributed the following day) and besides, it was about midnight {345} when the report was given. Fortunately the report was vague enough that it did not cause much excitement, and everyone was eagerly waiting to read the draft. Since this was only a “work in progress” and Bob promised workshops and pleaded for input, the committee’s work was not thoroughly reviewed during the conference. The only people who seemed strongly interested were the standing minority.

On Wednesday the conference moved to high gear and began to buzz through the stack of motions before it. Sally E. announced that Jack B. had been elected as chairperson of the board for the next year. Jack worked at a treatment center about five miles from the office and would be able to come over frequently. He had been in service for a long time and a trustee for five years.

Sally then offered motions from the trustees, which resulted in several changes. *For Those We Love and Others* was removed as approved literature (and with conference approval offered to Nar-Anon for

their use), the *Starter Kit* reference to the Lord's Prayer was removed, the national PI response plan was adopted, and a trustee was removed from the board for non-participation.

Bill H. came next and gave his Policy Committee report. The committee had done almost nothing, and Bill proposed the committee be disbanded. Its devotees rose in vigorous protest and defeated the proposal.

That was disappointing to me, because I could see little use for the committee. On the other hand, it served as a catch basin that kept some strident activists busy. Over the next several years the committee ended up spinning its wheels and remained unproductive and ineffective.

The most unfortunate effect of keeping the Policy Committee was the utter waste of money and staff time devoted to its work. In some ways this was probably a justifiable expense, for it diverted some of the hotheads among the standing minority away from more vital activities. Vern P., who became Bill's successor, took the brunt of the energies expended by this unwieldy mob. With the standing minority on one side and no money or much staff support, little could get done. The rest of world services owed Vern a debt of gratitude.

Literature business came next. Ginni offered the Literature Committee's motions to approve revisions to *Another Look* and removal of the pamphlet *The Use of Medication in Recovery* from circulation. She also gave the conference a detailed report on the work being done by the professional writers, and a summary description of how that project came to be.

After a late lunch, Kim showed the PSAs as part of her report. They were enthusiastically received with wild applause, shouts, and whistles. It was a grand approval for having stuck our necks out. The PSAs did quite well over the next several years, and no doubt {346} contributed to the considerable improvement in our public image, as well as being a key element in bringing many addicts to NA meetings.

Kim's report was followed by a motion from the trustees on literature guidelines. It proposed a substitute section be adopted to replace the Literature Review Committee language then in the *Temporary Working Guide*. The motion was adopted with forty-three in favor and twelve opposed. However, the twelve, mostly members of the standing opposition, took to the floor to send the matter out to the fellowship. They failed, but amidst the fight we had a rehash of the two-thirds rule discussion.

H&I came next, with Bob B. of San Francisco at the helm again. Their handbook, developed during the previous two years, was approved. Actually the conference spent a lot of time making last minute changes, but its approval was a milestone for the committee. In a related action, the conference directed that H&I money collected to purchase H&I literature for distribution by the conference would now be handled by the WSO H&I coordinator under the supervision of the committee chairperson. This removed the direct control of funds from the committee and alleviated some of the concern over its management.

In the evening, Bobby B. gave the Convention Committee report and handled an extremely complicated approval process for selecting each part of the handbook. We had fretted over this complicated proposal as it offered the fellowship a number of choices. With surprising ease, the options were voted on and the best policy emerged. It was clear the fellowship wanted the convention managed in a professional manner using local members for manpower. The convention would be rotated among nine geographical divisions as shown in the map enclosed with the handbook. Bobby did a masterful job in handling the intricate approval and responding to questions. His charming personality, matched with detailed knowledge and a little humor, carried the day on each motion.

When the last vote was taken on the *Convention Handbook*, all of us who had helped put it together were greatly pleased. A tremendous step had been made toward managing one of the most visible and unwieldy fellowship events. Although the convention scheduled for that September in Washington would continue to operate on its own, future conventions would come under the control of the conference. By these actions, a source of significant controversy had been removed.

Before the conference concluded, additional convention motions were adopted that established guidelines for the distribution of proceeds from WCNA15 in Washington DC, and gave the office the task of being the treasurer for convention funds. The Washington DC {347} committee was not very happy when

they learned of these long decisions about which they had no input. During the coming year, the need for a major modification to the handbook would become obvious, but otherwise, the steps taken at this conference set the pattern for conventions that followed.

Shane D., International Committee vice-chairperson, gave the report for their committee. Problems resulting from Roger T.'s tenure as chairperson of the committee took up only a small amount of time. Reimbursement was approved for money lost by the Irish fellowship from T-shirts they gave him to sell when he returned to the United States. The New York region was also reimbursed for the literature he "borrowed" from them to take and sell at the Irish Convention.

Susan C. presented the Finance Committee motion to approve the *Treasurer's Handbook*. A few last minute word changes were made before it was accepted by a near unanimous vote. Although I thought the handbook was quite inadequate, it was a step forward in managing fellowship money.

Chuck G. then took the podium to make the motions from the WSO. As usual, he did an excellent job of answering questions, and all of our proposals were adopted with unanimous or near unanimous votes. Of particular importance was the approval of a medallion design. The conference voted on each alternative (and others could have been offered), but they chose the one K. Bea C. had been selling.

Immediately following the office report, the standing opposition brought back the voting rights issue again, attempting to deny votes to anyone except regional representatives. By a vote to object to consideration, this issue was defeated once again. The prevailing side received thirty-six votes and the losing side received fourteen. It would be back next year.

Elections were the next order of business. All Administrative Committee members were reelected for a second year: George H., chairperson; Leah G., vice-chair; K Bea C., secretary; Sherry B. of the WSO staff, vice-secretary; and Susan C., treasurer. Committee chairs were Vern P. for Policy, Lee M. for Finance, Mary B. for International, Maggie O. for Literature, Bob B. returning as H&I chair, Kim J. returning as PI chair, and Bobby B. returning as Convention Committee chair. Elections for trustees resulted in approval of three new members: Jerry Synold, a navy Doctor of Psychology (and non-addict); James D. of BC, Canada; and Tom McC. of Hawaii.

One of the more important decisions of the conference was reached soon after elections were over. Forty votes were cast for and five against conducting subcommittee workshops each quarter on a rotating basis in different geographic areas of the country. This was the second step in making the conference committee system viable, {348} and set the stage for the most productive years for conference committees. It would now be possible to assemble the manpower and administrative services to facilitate development of policies and written tools the fellowship so sorely needed.

Several motions were considered that proposed the production a softcover Basic Text, but each was defeated. I had been opposed to a softcover, as I expected we would have to sell it for less than the hardcover edition. Further, I reasoned that the cheaper book would become the better seller, and we would therefore simply reduce our income. Reducing the income would have immediately affected the office, diminishing our ability to serve an expanding fellowship.

The argument for the softcover book, it turned out, was that there were many prisons that wouldn't accept hardcover books inside. Some of our H&I members made the case that we truly needed a softcover book if we were committed to carrying the message "behind the walls." Before the conference was over, it seemed like the entire Board of Directors had gotten the message that we had to make one even if it reduced office income.

In the closing hour of the conference, two motions pertaining to literature were adopted. Both were to cause great controversy during the following years. They first addressed changes in the White Booklet. At issue was changing "sobriety" to "clean time" or "recovery," and several similar concerns about phrasing in the older material. This motion was referred to the trustees for study.

The second motion was "that the WSO be instructed to have the Basic Text professionally edited to ensure consistent and correct use of capitalization, verb tenses, gender, singular/plural endings and other

grammatical errors, and that the edited Text be returned to the Literature Review Committee for acceptance and approval prior to printing and distribution.” It was adopted by a vote of forty-seven in favor, one voting against, and three abstentions. This motion was to produce the biggest crisis NA World Services faced during my years as Executive Director.

In one other last minute motion, the conference approved a translation policy proposal that I had drafted. The policy was supported by the International Committee. It provided for office management of translations, utilization of professional translators, and final editing by a committee of members conversant with the language being translated. This policy worked, for the most part, over the next five years, even though it was implemented slowly and we experimented with variations of it from time to time.

As the conference set to adjourn, the budget was again hurriedly adopted. It projected a deficit, and the office was again requested to cover any shortfall. Nothing new here, but we had actually been {349} doing a good job with the informal system for allocating funds for committee needs. During the previous two years under Bob R., we had evolved into spending by consensus. When a committee wanted money for some meeting or other expense, it was discussed between the conference chairperson and treasurer, the office chairperson, the trustee chairperson and myself. If we reached consensus the expenditure was approved, otherwise it was rejected. In this way we were able to compensate for the urge by committees to spend every dime they could get regardless of other priorities. And now that committees were going to meet jointly, financial decisions became easier and, to some degree, more equitable.

Before the conference adjourned, George, Leah, Susan, Jack, Chuck, and I had talked about where we wanted the first conference workshop to be held. We made a preference list and we then set out to get it done. A few days later, I called the Mid-America Regional Chairperson and RSR to get their help finding a hotel, preferably in Kansas City. They were taken by surprise, but excited by the request. In a matter of days they had located a hotel interested in our event. Simultaneously we were working through Bobby B. to find a location in Philadelphia, Pennsylvania for the fall meeting. This took some doing, but he finally managed to get us a location for the October meeting in a hotel near the center of the city.

Throughout the year, K. Bea had reassured me that if the conference selected her medallion design, she would sell the rights for it to the office. Within an hour of the approval, she and I met in my office to consummate the deal. I wrote up a simple contract, we signed it and I gave her a dollar out of my pocket, which is all she asked for. She had started making medallions because people wanted them, not really to make money, and she could have asked for a royalty or a large buyout figure, but she did not. Her generosity allowed the office to make over a quarter million dollars during the next five years. This was a sizable gift from one member who believed in Narcotics Anonymous. I’ve never had the opportunity to express my appreciation for her selfless act, nor did the fellowship. I hope she knows how much her generosity has done to help NA to carry the message of recovery to addicts around the world.

We actually had a few problems with getting the ownership confirmed. K. Bea had informed me before the conference that the manufacturer was attempting to sell the medallion through another organization, and was disputing the claim to ownership that she asserted. Through a series of strongly worded letters, the manufacturer finally saw the light (and his own best financial interest), and sent us a letter acknowledging K. Bea’s rights to the medallions, and the {350} transfer of those rights to us. After that, we had a good relationship for the remaining years I was with the office.

The directors met the day following the conference and immediately added three directors (Donna M., Willie L., and Jim W.). The board approved a lease of the second building on Wyandotte Street to be used for shipping. Also approved were two general policies about sales and production of literature for non-US fellowships. This opened the door for greater flexibility in our response to non-US fellowship needs.

In my opinion – both then and now – this conference signaled a critical turning point for the fellowship. During the previous two years, the conference leadership, trustees, office directors, and staff had worked closely together to build and strengthen unity of purpose and direction for world services. We had finally reached the point where the light of fellowship unity was visible at the end of the tunnel of darkness

and disunity from which we were emerging. The majority worked with considerable harmony, and the minority kept the majority on its toes. Often they just kept us jumping – from one fire to another.

I had devoted two years to getting the office organized, assembling a staff, training them to work together, devising and refining procedures, and setting a positive rapport with the fellowship. The office was organized into departments and staffed with people capable of handling their assigned duties. There was still much to be done to get it all working “like a fine Swiss watch,” but I could afford to be away from the office for considerable periods of time and the basic work still got done.

The challenges ahead were to encourage fellowship growth and keep up with the demands created by that growth. Much of this was outside the US. I began to spend a much larger proportion of my time on international matters, the World Convention, local service offices, and the continued reduction of the anti-office bias.

These objectives involved considerable travel, a lot of “dead time” at airports. There was a clear downside to this on a personal level. It was one thing to go to the office each day and be home at night, free to pursue my private interests. But to be on the road where each evening was really a working night was a different matter entirely. I was away from home about a hundred and ten days and nights during each of the following five years. That was a total of over a year and a half out of those five years. Friendships were hard to maintain, my fish died, houseplants died, and my sailboat rotted in the garage. But I would have done it again if I had to.

To maximize efficiency on these trips, I frequently took early morning flights or overnight flights so there was more “day time” with {351} the members I was going to see. I did this voluntarily, I suppose because the challenge it presented in terms of forging alliances and building fellowship unity was irresistible. My only regret was that there were so many hundreds and thousands of people to meet – and I met thousands – but there was not enough time to get to know more of them personally. I treasure those friendships I’ve been able to make and keep.

Burt D. from Quebec returned to the task of French translations when the conference was over. After he left, we printed the work he had done, only to find that his grasp of English (and perhaps even his fluency in French) left something to be desired. Many of his members back home criticized the work when it reached their meetings, and they wanted more changes.

A continuing discussion among the trustees revolved around the question, under what conditions should the trustees become involved with local problems around the fellowship? This discussion came up again at the trustee meeting at the conference, as it was alleged that irreconcilable problems had been causing great controversy in the Greater New York City Region. The metro area was considered to be a key growth center for the fellowship and warranted some attention. It was decided by the trustees that Bob R. and Jack B. would be sent to New York City to wade through the problems and try to help resolve them. They went in late May and attended meetings in several areas, talked incessantly, including a lot about how the Steps worked. They reported afterward that most of the issues were really personalities and seemed to have been resolved. By July this optimism had vanished.

Between the conference and the WSO board meetings, we produced and mailed the May *Newsline*. On the front page, we put an announcement about the medallions, while asking members to be patient as we made arrangements to get them produced. We suggested September would be about the right time for orders, and it worked out exactly that way. We also announced an editor was needed for the Basic Text as ordered by the conference. Other important announcements were about the public service tapes soon to be available, as well as the first conference workshop to be in Kansas City. Sadly I also announced that Jimmy K. was hospitalized, and encouraged friends to write rather than call.

During and immediately after the conference, a discussion had been brewing over the work being done by the professionals working to refine the Steps material. By the time the conference was over, their first drafts had been received and read by several people. The results were not encouraging. Woven through the writing, I was told, were subtle reference to AA philosophy through examples and {352} terminology.

A group of capable members visited them at their home to work together for a few days and move them more in an NA direction. This was done in June. Unfortunately it caused a problem. They were not accustomed to having novices either criticize their work or direct that alterations be made. During July, a series of phone calls were exchanged which resulted in a movement towards termination of the agreement.

The office board met in June and discussed the *It Works* material submitted so far. They expressed concern about its ultimate acceptability. They also discussed the related matter of the assignment to have the Basic Text edited. Soon after the board meeting I sent a letter to the Literature Committee indicating a need to reach a mutually agreeable process for the work and its approval. I suggested the work, when completed, be circulated as approval form for a year and adopted at the 1987 conference. Unfortunately, this admonition was forgotten in the year we spent working on the editing, and the approval form suggestion was not followed. It proved to be an error I greatly regretted.

To get the Basic Text edited, we first had to have it typed into our computer. Until that moment, we didn't have the book in a computer file. In earlier years, the book was typeset by outside companies, and all we actually got were the typeset masters—paper copies. When the conference had made changes, those changes were also made and given to us as paper copies from the typesetter. It was expensive to have the typesetter give us a double spaced printout. Besides, we thought, we really should have the entire Basic Text in our own computer.

We picked one of our better typists, Carol K., to type the book. Carol was also assigned other duties, and since there seemed no immediate hurry, she worked the typing into her schedule of other duties. Several months later, when the typing was done, we had not found an editor, so the manuscript was put aside to be proofread later. Unfortunately, Carol left the office before an editor was found, and we forgot to proofread it.

The board elected Steve B., who had been conference chairperson in 1981/82, as its new chairperson. He was easy to work with and very supportive of the things I did. He lived in Northern California, and we talked by phone at least two or three times a week. About once a month he flew down for a day or two for meetings and first-hand supervision. It proved to be a good working relationship.

Chuck G. stepped down as chairperson of the office board after more than over two years. He is one of the unsung heroes of NA service. His steady bearing and quiet demeanor were indispensable in the conflicts and arguments that the office endured during those {353} years. He was rock solid in his belief in NA and knew how to lead and make decisions. With all respect to other strong leaders that followed, I have never met his equal.

Curiously, we forgot to renew my contract for another year, but I kept on working anyway. But in other personnel matters, the board approved a Group Services Coordinator position and authorized Ginni to become the literature coordinator. Soon after Ginni began her duties as literature coordinator, she hired a Lady named Hazel McClara (a non-addict) as her secretary. Hazel was to serve with the office for many years, later becoming responsible for personnel matters. I grew to depend on her greatly. She was one of our best employees.

The board also approved a motion I suggested, to pass all future donations the office received along to the conference treasury. At my request, the board authorized staff visits to cities where fellowship service offices were being established. This was to consume a lot of my time over the following years, but it was an extremely valuable investment. It helped me better understand the problems they faced and how we could help them. But equally important was that it afforded opportunity to combat the standing minority sentiment that existed. We were very successful in this regard too.

During the rest of June and most of July a lot of energy was devoted to preparations for the Kansas City workshop. Never had so much effort been invested to bring so many trusted servants to meet in a workshop environment. At the end of June, the first quarterly *Fellowship Report* for the year was mailed. They had proved to be successful over the past year and became a regular duty of the Administrative Committee. They kept the fellowship informed about what was going on.

Just a week before the workshop was to begin, the second European service conference was held in London. Mary B. and George both went to represent the world fellowship, and perhaps to undo some of the damage Roger had done the previous year. The Europeans were wrestling with the purpose for their annual meeting. Some wanted a legislative meeting, much like the World Service Conference, where the European fellowships could make decisions and establish policy, approve literature or handle similar matters. Others felt that would be divisive and create a direct conflict with the World Service Conference, instead they simply wanted a platform for sharing. Unity was the primary objective they could all agree on, and by the end of the meeting their principal resolution was to continue meeting each year and work to be closer, sharing experience, strength and hope.

They also met with members from Italy and went to a London Regional meeting. When they left, George went to Montreal and {354} Mary went back to Texas. George met Bob R. in Montreal, and they attended the Fiftieth Anniversary convention of AA. As a result of an earlier meeting George had with the Executive Director of AA's GSO, NA had been invited to send a delegation to their convention to talk about addiction and NA. It had been decided that Bob R., as a trustee, and George, as the WSC Chair, should handle that task.

Bob and George left Montreal and arrived in Kansas City tired, but ready for the workshop. The facilities were perfectly suited to the needs of our committees, and the host fellowship was friendly and helpful. A speaker meeting and dance set the stage for a positive and productive meeting. We sold literature, made copies, produced reports and minutes of meetings, and answered questions all the time. We worked eighteen-hour days.

Operating in much the same manner as they had while at the conference in April, committee members, trustees, directors, and staff worked side by side to accomplish the various tasks each committee had set out. The PI Committee worked on its handbook and phone line publication. The H&I Committee began to work out a plan for conducting multiregional workshops. The Literature Committee worked on its pamphlets and guidelines. Again, I visited each committee when they needed me, to express options and opinions on matters related to the office.

Every committee was aided by the participation of trustees, who provided a calming influence. Although there would again be conflict with committee meetings, there would not be a repeat of the disastrous behavior at the Literature Committee meeting in November of 1983.

While we were in Kansas City, the New York City conflict came back to a boiling point, and a series of discussions with Jack, George, Steve, myself, and several others led to a decision for George, Leah and I to travel direct from Kansas City to New York to see what we could do to resolve the mess. We spent four days there, interviewing each area representative one at a time and a long list of others. It was almost like a "star chamber" inquisition at times and provoked us into a sense of black humor. What we discovered was indeed a struggle for power among competing factions embedded in a rapidly expanding fellowship with not many people who had more than a year or two of clean time.

We were not able to make much of a difference on this trip, and we soon decided that a world-level trusted servant should be at each New York City regional meeting, if at all possible. For the next year or more, we kept track of their regional meetings and tried to schedule business trips to have a trustee, conference officer, or myself at their meetings. {355}

Over the next two years, I visited New York about nine times. Those trips served in part to help with the organization of their office, but also to keep a lid on their conflict. A lot of time was also devoted to conditioning their leadership to adhere to the national and international public information plan. We were greatly concerned that the New York City public information committees might regard the media network headquarters located in New York City to be a regional or area PI responsibility, and they did just that from time to time. As it turned out, the resolution of their conflicts was influenced more by the passage of time and their individual personal and spiritual growth than by our presence. As more of them worked the Steps and gained longer time in recovery, the general level of conflict began to subside. And about the public

information matters, we had a few scares, but they generally followed the emergency response plan.

About the time we were arriving in Kansas City for the quarterly workshop, we received our first copy of a new publication from some members in New Jersey. This was publication of the first issue of the *Purist Newsletter*. Formed by a number of members with particular zeal and an abhorrence of anything that resembled an AA connotation, they began to lead the fight to purify NA of “AA jargon.” Their first target was the word “alcoholic” so often used by some members in introducing themselves, as in, “I am an addict and an alcoholic.” “Sobriety” was also targeted. And since so many members had used these words for a long time, a bloody fight was to come. The purists had formed almost a year earlier, and their movement had been gaining strength.

Jimmy had been released from the hospital in June, and readmitted in late July. At first the prognosis was good, and everyone thought he might be out in a few days. But as the days passed, his condition did not improve; in fact it began to worsen. After one of his frequent visits to Jimmy’s hospital bed, Chuck called to suggest we should probably write an obituary in the event he died. I agreed, and assigned Ron H. to prepare a draft.

Chuck came by several days later, and we discussed the draft and Jimmy’s deteriorating condition. Chuck took the draft and shared it with Betty and Jimmy’s children. They agreed to it, suggesting only a few changes, which we made. There was one thing in it that troubled me, and I resolved to discuss it with others before Jimmy died. And frankly, we did not expect him to die at that time.

About a week later, Chuck called and told me Jimmy had passed away. It was a sad day. His passing affected the whole office, even those who never met him. I called Chuck the following morning to discuss sending out the obituary, and expressed my concern on the final wording. {356}

My worry centered around the sentence that described the role Jimmy had in the founding of NA. In 1985, almost no records were available to the office concerning the early history. Our only sources of information were word-of-mouth from second or third-hand sources. The draft said pointedly, “Jimmy was the founder of NA.” However, we had no direct evidence of that, and as reported in the earlier chapters of this book, he told of several addicts having gotten together to start that first meeting. I was reluctant to essentially write the history of NA in his obituary. I knew that people would later point to this statement from the office as “historical fact.”

I explained this to Chuck, and suggested the wording be changed to “one of the founders of NA” Chuck was not really pleased with the idea but recognized the difficulty in writing the official history in this manner. We agreed that I would check with Jack, Steve, and George.

I called them and explained my dilemma. They agreed it should read “one of the founders,” although they didn’t like the idea of having all of us on the spot in this matter. I called Chuck back and indicated the consensus was to refer to Jimmy as “one of the founders.” Reluctantly, he acknowledged it would be appropriate, but still was not at all pleased.

Late that afternoon I printed and mailed twenty copies of the obituary to local and national media outlets, i.e. television, radio, and newspapers, including the national press associations. On Friday the obituary was carried in the *Los Angeles Times*, and I immediately received calls from several people, including Chuck. “Send a correction,” was the message; people wanted Jimmy credited with being the founder.

This whole episode was one of the most unhappy experiences in my years with Narcotics Anonymous. On a personal level, I really wanted to have simply called Jimmy “the founder,” as was then common in word-of-mouth legend among the fellowship. I always considered Jimmy a friend, and I always had strong affection for him. But on the professional side, as a non-member administrator who had no clear evidence to go from, it did not seem correct for me to be declaring what was the true history of those events thirty-two years earlier. With great personal reluctance, I did not send a notice of correction.

I believe this decision, right or wrong, broke the final strand of communication with Betty and Jimmy’s children and the office. Relations between us were abruptly ended. And I understood that reaction as much as I understood the strongly negative reaction of Jimmy’s other close friends when they learned of

the wording.

On Saturday, August 4, 1985, an extremely hot Southern California day, family, friends, WSO staff, and a few who just managed to hear about it, assembled at the small Ananda Ashram, a sanctuary {357} nestled in the foothills of La Crescenta above Los Angeles. There Dick K., Jimmy's oldest son, welcomed everyone to Jimmy's memorial. He spoke of Jimmy as a good father and devoted husband. He told of Jimmy's devotion to the fellowship and the principles that governed his life. He thanked NA friends for coming and welcomed those who knew him to rise and speak about their warm remembrances of friendship with Jimmy.

One by one, many rose to speak of the times over coffee that Jimmy helped them get off drugs or walk through a crisis. They told of Jimmy scrounging boxes to use for shipping literature or talking hours on end with some addict in a far-away place in desperate need of a steady voice. Some talked of Jimmy the teacher, and others of Jimmy the taskmaster. They spoke of his love and affection, but also of his determination to resist the disease that claimed so many addicts. "Jimmy was a fighter," they said, not only with his fists (he admitted to more than a few fights) but mostly against the disease of addiction.

They told of a man strong in his principles yet kind with his affection and always a warming laugh. There were a few old AA members who remembered him from years ago, even before the founding of NA, and there were NA members he sponsored and others he just reached with his message of recovery. It was a simple but moving remembrance of a man who helped set the stage for recovery for millions of addicts. Many tears were shed as we remembered Jimmy. It was clear to everyone present that we lost one who had been for a long time the bedrock of NA.

When the Board of Directors met in August, they considered an offer by the people working on the steps to terminate the agreement. The contract had provided for compensation of about a hundred thousand dollars to be paid over a three-year period. They were aware of the growing dissatisfaction with the work, and they simply weren't receptive to making substantial shifts in their writing style. They offered to terminate the agreement without further compensation. The board agreed to this, and the contract was terminated, having cost the office only about a third of the original amount.

As the summer wore on, we began to receive inquiries about our announcement of the opening for the position of Group Services Coordinator. We eventually sent each applicant a written test, asking them to devise answers to a variety of questions about fellowship philosophy. We actually used problems we had already encountered and resolved. It was interesting to read some of the answers. One candidate seemed much stronger than the others, and I brought him {358} to Los Angeles for an interview. He was Steve S., a former RSR from Colorado. Although he wanted more money than we had allocated, we did reach an accommodation, and he took the job. Within a few months he was sitting at his desk.

Steve was a quiet man with a lively sense of humor. His positive attitude and friendly manner made him particularly effective in this position. Over the years he was to handle a number of delicate problems for groups and committees. Later, we even gave him the task of being secretary for the Board of Trustees, perhaps his most arduous task, but he was great at it!

In late August, I departed on a marathon trip that ended at the World Convention in Washington DC. First I spent several days in New York working with their members and committees. This was followed by two days in Pittsburgh for work with their office committee. When I finally arrived in Washington, I was already tired.

With the theme of "Unified and Staying Alive in 1985" the convention got underway on August twenty-ninth at the Shoreham Hotel in Washington DC. The committee did a fantastic job! They had everything organized right down to small details, and I was greatly impressed. Registration began at noon on Thursday, and that evening there was a speaker meeting. On Friday night, Vito L. (Pennsylvania) and Vida M. (California) shared the podium.

I spent a lot of time talking with people about Jimmy. I told his many friends of his passing and of the memorial service. Before the banquet on Saturday evening, one of his close friends, Lin A., was given time to speak about Jimmy to the full convention audience. The featured speaker was William H. from California who addressed over three thousand addicts. On Sunday morning, Dot T. (Pennsylvania) addressed the spirituality meeting with a rousing message of recovery.

The convention was a tremendous success, both financially and in terms of the spirit and unity it generated. I paid closer attention to its activities and organization than I had at past conventions, as I knew Bobby, Stu, and Chuck L. were getting ready for the committee to take control of the next World Convention. When the bid meeting was held and London was chosen as the site for 1986, I was both surprised and dismayed. I could only visualize the monumental complications this would bring. A meeting between the London bid committee and the Washington host committee revealed the problems more clearly. Bobby and Stu were also there and helped establish a close rapport with the London committee. In the months ahead, this early contact was to pay many dividends and pave the way for direct oversight. {359}

For most of the convention, my time was spent with individual members answering the usual variety of questions. A lot of time was spent discussing the writing being done on the Steps. Well, actually, I did more listening than talking. This was about as close as I had previously been to the folks who were most against using professionals to help develop NA literature, and they took every opportunity to express their feelings. A meeting was held with a number of international fellowship members where we discussed ideas about meeting their literature needs. As always, I tried to be positive and accommodating, but found myself promising more than I would be able to deliver.

After the convention was over, the Literature Committee got down to work on the material generated by the contract professionals. They had produced quality work. But there was no doubt in the minds of the Literature Committee members that it needed considerable modification to suit the tastes and mood of NA members. They set about to revise it. Although they used the draft as the basis for their own work, by the time they were finished, it was clearly a different document. Their work was bound and published as approval form literature for the 1987 conference meeting.

On the first weekend in October, I met in Montreal with Shane D., vice-chair of the International Committee, and Tom McC., trustee. The weather was cold, but lovely, for their first annual convention. However, I was chewed apart by several of the English and French speaking members, led by a volatile woman named Andrea L. They were very unhappy with Burt's translations, and dissatisfied with the temporary literature distribution plan that I had established through the membership in Shawinigan. When Burt had been at the conference, we arranged for him to use his area committee to print and distribute the French versions of NA literature in Canada. However, he charged much more than we had determined, and orders were not getting filled properly.

Andrea was a very kind and sensitive person. But she was also direct, strong willed and tenacious. Once she got hold of my attention, there was almost no getting away. She wore me down. By the time the weekend was over, I was willing to give the Montreal office everything it wanted and volunteered to give them more. For about a year our relationship was rocky, to say the least. But in time, translations were improved and literature became available, their office began to function effectively, and they began to feel our good faith in our relationships. With those developments, the softer side of Andrea came to the surface. {360}

On October sixteenth, I flew to Philadelphia for the second conference workshop. It was another success, although I had expected a lot of conflict. This was right near what I believed to be the breeding ground of the standing opposition. I was braced for a large contingent of members from all over Pennsylvania and nearby states who would be set to attack the office, the conference, and nearly everything we had done. I was pleasantly surprised that almost no one showed up with those motives, and a lot of work was accomplished.

One confrontation did take place, but it was within the privacy of a closed-door meeting. One world-

level trusted servant had been creating a number of problems by his unsavory behavior in personal matters, and it was spilling over into his service responsibilities. This had prompted a number of discussions between George, Leah, Jack, Bob B., Stu, Bob R., Chuck, myself and several others equally concerned with both the personal and service implications. We had resolved to confront the member.

It went well. He acknowledged the impropriety of his behavior and promised to make changes immediately. This was not the first nor last such “private meeting” that I found myself in during my years with the fellowship. They were unique experiences, and often ignited a turnaround in the member’s personal behavior and spiritual growth.

In a strictly business endeavor, such problems may have been dealt with simply by firing the individual. But in this context, the first concern was for the member’s basic survival. If they were acting out craziness in service, it signaled unresolved issues in their own recovery. We simply knew we had to confront their behavior with program principles to get the message across.

An extremely important series of events took place at the Philadelphia meeting. The Convention Committee, while discussing the problems resulting from the selection of London as the site for WCNA16, recognized that their unincorporated committee was not adequate to manage the convention. It was obvious that a corporation was really needed to avoid unacceptable liabilities.

Through a series of discussions, it was decided to take over ownership of the Convention Corporation that had been created by the Chicago Convention Committee to manage WCNA14. They decided to modify its Board of Directors so as to incorporate membership from the conference, trustees, WSO board, the London convention, the next convention, and several members from previous conventions.

Between meetings of the committee, I sat at one of the computers and wrote out a plan to use the Chicago Convention Corporation, outlining the membership on the corporation and a transition plan for the committee to adopt. This plan was quickly adopted, and the first {361} meeting was held by the committee as a corporation. It helped that five members from the London host committee were at the Philadelphia workshop to participate in the discussions. Immediately after the workshop I prepared the necessary paperwork, and in a special report to the fellowship, an announcement was made of this “corporation takeover.” When the conference *Agenda Report* was prepared in January, this was included as an agenda item.

Both the PI and H&I Committees completed major projects in Philadelphia. Kim and the PI Committee had been working for nearly eighteen months on two mammoth projects: *A Guide to Public Information* and *A Guide to Phoneline Service*. Our staff had spent enormous numbers of hours in committee meetings and private discussions, then later writing and typing these publications. Finally in Philadelphia the work was complete. Well, complete enough for the committee to approve. It took Kim and Danette and her staff another two months to get a final printable version ready for the *Agenda Report*.

The H&I Committee and their coordinator, Bob S., had asked Ron H., the *NA Way* editor, to work with them in writing a handbook and a proper restatement of H&I Committee guidelines. The guideline revision was adopted for submission to the conference when it met in 1986. Several people proposed that we make a special publication from the Basic Text for members in jails and institutions. They proposed an abbreviated book in paperback that could be purchased for a buck or two. It was hard to oppose this, but I found it necessary to do so. I really understood the need, but was concerned about the financial impact. The best solution was a paperback edition of the entire Text, but I was still opposed to the idea at that time for fear of financially crippling the office during this critical time of growth and development. Much later, we would resolve this issue by producing a paperback Text, but charging the same price as for the hardcover.

The Literature Committee gave approval for two pamphlets, *A Physician’s Viewpoint* (revised) and *Self-Acceptance* to be submitted to the fellowship for adoption. The committee also voted to seek adoption of the *Handbook for NA Newsletters*.

The trustees had been discussing the relationship between the fellowship and other organizations, especially AA, at several of their recent meetings. And in October they considered an essay written by Ron

H., our magazine editor. In the article he carefully articulated the separation that must exist between NA and other organizations, while remaining cognizant of the common threads of our existence. The trustees liked his essay so well they adopted it without modification, and submitted it for publication in the *New-sline*. Ron then took the basic substance of that article and wrote another piece targeted at {362} the AA reader and submitted it to the AA *Grapevine*. They published that article as well. At last we had a clear and eloquent statement on our relationship to AA.

The day before Thanksgiving, I boarded a plane and flew to Memphis for the Volunteer Region's annual convention. I had been invited (actually "dared" is more accurate) at the conference to attend and put on a workshop about the office. Well, I was not really certain of the kind of reception I would find, as the regional representatives from Tennessee had been pretty antagonistic toward the office since before I started working there, and remained antagonistic toward me once I did. Actually, I wasn't too surprised to find, once I did meet the members of that region, that they were among the nicest people I ever met, and we had a great time.

Only three people showed up for the workshop, so we had a twenty-minute chat about the office. We then talked about the Steps and how they worked in their lives for the next two hours. During the last hour we were joined by several others who jumped right into this sharing session. I learned a lot, and a newcomer who sat through the entire meeting seemed to have soaked in even more than I did. Disappointment at not having given my prepared summary of the office was erased by this pleasant and valuable discussion.

In early December, I went on quick visits to different cities to assist committees forming office corporations and to resolve literature distribution problems. This was to become a pattern about this time each year until I left NA.

This trip began with an overnight flight to Pittsburgh for one day and a meeting with their office formation committee. The following day was spent in New York with their committee. On day three I was in Detroit, and from there I went on to Milwaukee for twenty-two hours (including overnight) to meet with their office board. On day five I arrived in Montreal to stay two nights and work on their office needs, translations, and literature problems. On my way home, I spent one day in Dallas to meet with their office directors.

This trip was rather exhausting, but really productive. Until I got to Dallas, the temperature never rose above freezing. The only time I saw the sun was from airplanes high above the clouds. For a Southern California native, this was not what the body was used to.

While I was away, the committee working on *It Works* met at the office and made the final changes they felt were desirable in the Steps portion. They were now ready to offer it for approval. The first stage was to print it and have it available for distribution before the coming conference. They intended that its approval would come at the conference the following year (1987). {363}

In the final weeks of December, we worked frantically to prepare for meetings and deadlines arriving in January. The first weekend, there was to be a Joint Administrative Committee meeting, and the second weekend a meeting of the office board. The third weekend was our deadline to publish the *Conference Agenda Report*. During this time, we hired a part time temporary person to work in shipping. His name was Carlos M., and he had about ninety days clean. We had our doubts about him working out, but over the next ten years he proved to be one of the WSO's most valuable employees.

The JAC produced some interesting friction, as consideration for the coming year's work was undertaken. Agreement was reached that the Joint Administrative Committee should be formalized and given certain responsibilities. Several of these ideas were put into the *Agenda Report* as motions. One of the decisions was to offer a motion to dissolve the Finance Committee, as it had effectively become superfluous. Associated with the recommended demise of the Finance Committee was a lot of discussion about budgeting. It was decided that a proposed budget should be made and sent in advance of the conference but not included in the *Agenda Report*.

They also adopted and put forward a proposal I offered that deleted the positions of secretary and as-

sistant secretary of the conference. The duties normally expected of those positions were already being accomplished by the office, and the office should formally be given those duties. It was decided to send three administrative members to agenda workshop meetings around the fellowship. This was not going to be enough, but it was a fair beginning.

Unfortunately, Kim J. resigned as chairperson of the PI Committee. She had been leading the committee for twenty-one months and had done an excellent job. They had completed and gotten ready for approval two massive PI publications. Her leadership of the committee had been strong and fair. Although our working relationship had its ups and downs, she proved to be a good co-worker.

The office board meeting went smoothly and endorsed the procedure then being followed to select an editor for the Text. It had taken a long time to find one of suitable skill and sensitivity, but one had been located. They adopted a budget I proposed for 1986, based on income of approximately two million two hundred thousand dollars. The board authorized a loan to the Convention Corporation (which at that time had no funds) for expenditures associated with managing the London convention. No money had been received from the Washington convention committee, and we resolved to make an effort to get money from them. The board voted to send Stu T. and Chuck L. to London to help organize the host committee along the lines of a traditional US committee. They were given great latitude {364} in making decisions for the corporation, signing agreements, establishing budgets, and giving instructions. Fortunately they were well received and did an admirable job. They went again before the summer months to follow up on many things and finalize plans for the September convention.

The Convention Corporation also had a meeting and adopted motions to enter into agreements with a company called Expotel and one named Cardillo Travel Agency. The Expotel Company was a hotel reservation agency. They booked large numbers of rooms and served as a middleman between hotels and tourists. Without contracting with one of the reservation agencies, we could not “block out,” or reserve large numbers of rooms, in London hotels. The travel agency agreement was to help our members arrange for travel. Members could elect to use the Cardillo agency or anyone they wanted. Cardillo simply served, so we thought, to help our members make their travel and Expotel reservations.

The *Agenda Report* was beautiful. For the first time it contained a list of motions to be acted on and all the publications offered for approval. The two PI publications were included along with a proposal Kim and I had been developing about participation in non-NA events. Since it would involve office staff and money, we had negotiated the fine points of it for months.

The Convention Committee put forth motions to accept and structure the Convention Corporation along the lines I had suggested to them in Philadelphia. The Convention Corporation was to be a subsidiary of the office corporation, and although operating independently, the office could override their decisions. If this were adopted, it would be a testament to the progress made in building confidence in the office, and would establish a good corporate structure for the fellowship.

The trustees included the entire White Booklet in the *Conference Agenda Report*, along with a comprehensive side-by-side comparison of the suggested changes. Ron H. of our staff had worked closely with the Trustees on this. He had attended many trustee meetings since the last conference. In September, after having been asked to assist a working group of Trustees headed by Sydney R., he presented his recommended changes to the full board. They reviewed his suggestions one at a time. They then asked him to go through the entire book and suggest edits for clarity, grammatical correctness, and punctuation. By December, when they had finished, he was rewarded with the satisfaction of having nearly all his suggestions approved by them. His modifications were made with a deft literary hand and keen insight into both the original wording and the prevailing sentiment of the fellowship. {365}

For the Select Committee, I had drafted a letter outlining a procedure for completion of the work over the coming year without actually putting forth any work for approval. The report reminded everyone that a partial draft had been distributed at the last conference, but almost no input had been received. After decrying the inadequate response, we proposed that all input had to be received by the coming summer when,

it was suggested, the final committee writing would get done. This was actually a reflection of the little amount of time Bob and I had been able to devote to the work since the last conference. We actually had two official meetings since then, but accomplished very little.

In early February I began what became an annual visit to the fellowships in Europe. There were no non-Americans on the Board of Directors at that time, and our appreciation of the European problems was minimal, and only seen from a distance. After months of talk, it had been decided that I should visit several of the European membership centers and get information first-hand and try to work out some of the problems.

In order to get the most out of my travel time, I took along the drafts of the Steps [Ed.: *It Works How and Why*] that the Literature Review Committee had already completed. Throughout my trip, on airplane flights, I would get the Steps out of my brief case and read them, making notes and writing questions. It was my belief that their writing should flow easily from idea to idea and that I should find no doubt about what each sentence said. I wrote lots of questions and when I returned, gave them to the committee chairperson.

The trip began in Ft. Lauderdale where the regional PI Committee had organized a public information meeting with a number of local public officials. The committee wanted me there to be able to “go on record” as an employee of NA in addressing recovery-based issues. After twenty-one hours in Florida, I departed for Louisville, Kentucky, where I met with officers of the new Kentuckyana region. Unfortunately my visit schedule had been altered at the last minute and I missed their regional meeting. I did attend a hastily assembled meeting of regional officers and met some really nice folks.

The following day I flew to Atlanta and a connecting all-night flight to London. I reached Gatwick Airport bleary-eyed, rustled my bags to the train, and headed for Victoria Station. Upon getting into my hotel room, I fell fast asleep after being awake for most of thirty-five hours since Kentucky.

In London I went to meetings each night and met with Convention Committee members, regional service committees, and regular members. There was a constant parade of people coming and going. I met with the representative of Expotel, the hotel agency who had {366} control of the room reservations for our members. A meeting was held with Johnny H. to help resolve literature problems.

They had a small office on the third floor of a walkup office building. It was out of the way for some purposes, but more than adequate for literature distribution needs. I found the English as reserved as I was led to believe they were, and a little uncomfortable with the American NA custom of hugs, so I shook a lot of hands. I would liked to have had a day to see the sights, but that didn’t happen. All too soon my time was up and it was off to the airport again.

I caught my scheduled morning flight for Dublin, where I was met by three Irish members and lots of hugs. Amid the barrage of questions, all spoken terribly fast and with heavy accents that were hard to understand, we exchanged a lot of information about the fellowships in America and Ireland.

They had arranged meetings in shifts with key members of their fellowship, so I was constantly busy. I was left alone for three hours the second morning and I wandered about the streets near my hotel on the Key in the center of the City. I found out later that the hotel I stayed in had been a brothel for English soldiers during the war of Independence.

Germany was my next stop. There the real test of patience and understanding was awaiting me. At the last conference, Uli had been openly hostile toward me and the office for our inability to get them literature in a reasonable manner and at a reasonable price. They had been particularly unhappy with our translation efforts. I understood that perfectly, and the lessons learned from their criticism had helped shape the new translation policy. They felt insulted by our failure to consult directly with them when we did our first translations.

Their second most strident criticism was of our translator’s choice of words. Where the English word for leader appeared in our literature, (such as in the Second Tradition) the college instructor used one of only two German words for leader: “Führer.” The world, including Germany, had come to associate this

word with Adolph Hitler. Their fellowship had elected not to use that term. They simply refused to use the translations we had made, preferring to use no literature at all, rather than the literature we provided. With this as the background, I was expecting a less-than-friendly reception.

Sylvia K. met me at the airport, and I was grateful she did. Within minutes of getting off the plane I was at a total loss. I had never traveled in a non-English speaking place, and I quickly became helpless. Actually it was good. It helped condition me to understand their complaints with the English speaking World Service Office. For two days, Sylvia acted as guide, interpreter, friend, and advocate for {367} the German fellowship. Sylvia was persuasive, blunt, and not at all shy in presenting their side of each issue we discussed. By the time I got to meet with the rest of the leaders, much of the determination I had built up for handling things the way we wanted them had ebbed away.

The business discussions were conducted mostly with Sylvia. It was difficult for me to hold to the firm resolve that I had told the board we needed on literature matters in Germany. The board and I had been aware that their service committee had been translating and printing literature on their own.

This presented several problems that would get worse if it continued. If we allowed the German fellowship to do their own translations and printing, how could we prevent other European fellowships from doing the same? If other developing fellowships did the same, there would be little opportunity for a unified service office for all of Europe. If there were no bond or close relationship between the fellowships, there would eventually develop a separate and competitive relationship. There was a common belief among the American leaders that a unified service office for Europe was the best – perhaps the only – route to take. In my discussions with Sylvia and the rest of the German leadership, I could feel strong resistance to that idea – especially if it were controlled by the Americans.

Well, when you are in Germany and they are less than happy with the mistakes you've made, and you don't speak one word of their language, it is pretty difficult to be forceful and tell them to cease and desist printing their own literature. The fallback position I had in mind was to suggest American support for their translations and American subsidy for the printing. All we would seek, I said, was eventual responsibility being shifted to the WSO for printing the German literature. An alternative, I explained, was to have the German fellowship contribute a percentage of their sales profits to the office as a way of demonstrating German fellowship support for the worldwide effort of a single fellowship. Well, some of these ideas were for future meetings. We needed a solution for the situation we were then presented with.

At the business meeting, I was first dragged through a litany of office deficiencies going back to the first attempt they made to communicate with the office, some nine years earlier. Frankly, they felt things had not gotten any better. After the fearless and thorough inventory had subsided, we began to talk about how to go forward from there. They were generally supportive of the ideas suggested, but would wait until my proposals were finalized and written in German. In the meantime they would continue to print their own literature. {368}

They were going to send their representative to the conference, a few months away, and we could iron out the details then. When I left the following day, I felt this part of the trip had been very unsuccessful. We had not communicated well, and neither of us was really clear about the other's positions. Nor was anyone really satisfied with the tentative plan.

After a week in Europe, I was beginning to get over the jet lag and get my body adjusted to the time zone. That's when I got on the next plane to Atlanta, and then home. As always, I kept in touch with the office each day by phone and on occasions with others such as Jack or George.

While on this trip, I spoke with George by phone several times about meeting in Washington DC and maybe helping to resolve the convention money issue. By the time I reached Atlanta, George had made arrangements for us to meet with Brother Rick in Washington to talk. George and I both arrived at National Airport in the middle of a blinding snowstorm. As soon as my plane touched down they closed the airport because of the heavy snowfall. We went to our hotel to discuss strategy.

Brother Rick had been one of the early members in DC when there was only a handful of recovering

addicts. He knew Jimmy by phone, and had been getting literature on credit from Jimmy. In the weeks after I came to work, in 1983, Brother Rick and I had several phone calls about that situation. I had to tell him that we could not continue that credit practice, and they had to pay their bill. He was not happy about that, but he managed to live with it. In the intervening years we had several conversations so we were not total strangers.

Brother Rick was one of those up-front guys who didn't beat around the bush at all. His voice and manner of speaking seemed aggressive at times, so you could tell he was no pushover. But just below the surface of what seemed a bellicose exterior was an affectionate and sensitive man. He was a determined individual with clear thoughts of right and wrong, and well suited to his chosen field. I've retained my admiration of him through all these years. I was sometimes told that he often spoke of some members of the fellowship as being "shoplifters: those are people who take what NA has to offer and then leave." His lament was right on the mark, as usual.

Brother Rick had ended up with some control over the money. We met with him that afternoon. After hello and hugs, we sat down and he went right at it. "You guys are here to get the money aren't you?" he asked. He went on to describe an ongoing fight over it, which he feared was about to tear up the DC fellowship. "It would have been better if we had never even made a dime from that {369} convention, at all. I wish I could just give it to you and get it out of our hair." George and I both sensed success might be possible.

We acknowledged the truth of his observations, and then discussed if it really was possible to take the money with us. For several hours we talked about the problems and alternatives. We left for a few hours and then went to a recovery meeting with him that evening. He had been busy on the phone working out a solution while we were gone, but it was not until the following day that it was fully resolved.

In our morning meeting with him, he outlined how the money could be divided, including the conditions, but it would take another day to finalize. I took George to the airport and he went home while I stayed until the following day. When everything had been completed, Brother Rick gave me a cashier's check for over \$86,000 and I headed home. I was tired after having been on the road for nineteen days, flown on thirteen planes and traveled fifteen thousand miles.

When I arrived home from Washington, I was informed that the member we had contracted with to edit the Basic Text had gotten loaded and we needed to start the search again. We were all disappointed, but we had no alternative. This delayed the project another four months.

I announced in my section of the March *Newsline* that we were looking for a person to hire whose job title might well be "Assistant Manager" although the exact title and job description had not been completed. I reported the person would likely supervise the project coordinators, and a large share of the staff. We had a number of applicants: one trustee, a conference committee chair, and a vice-chair, two existing staff members and a few others. Each applicant was sent a test to determine writing skills and NA-based reasoning. I presented them with ten situations we had already experienced and asked them to explain how they would handle the matter. The applicants were given only three days from the date they received the test in which to mail their answers. The tests were reviewed jointly by the board Personnel Committee and myself, and George H. was eventually selected.

During the months leading up to the conference, we went through the normal uneasiness about which fires to pay attention to. There was a growing discontent over the writing contract on the Steps, even though it had been terminated, as word was being passed around that a non-member had been hired, plus we had undoubtedly paid them a lot of money. Both the office and Literature Committee were targets this time.

The trustee revision of the White Booklet was also causing controversy. There were a lot of old-timers who got clean when the White {370} Booklet was all there was, and they were opposed to changing it. I attended a few local special meetings where revisions to the White Booklet were discussed. I gave background about the conference decision to authorize the trustees to revise it and the procedure they followed

in arriving at the changes. I got a full measure of the emotions involved, but I never heard a complaint about the specific changes, only about the propriety for making them at all.

In a report to the directors before the conference, I reviewed the differences in productivity between the directors and the trustees. My thesis was that the trustees had been greatly ineffective, because the directors received direct and substantial administrative support for their meetings. The trustees, on the other hand, were not given the same level of administrative support. I felt this needed to change.

The evening before the conference began, the trustees held a regular meeting. They reviewed a series of statements on various issues they had been working on. Elections were conducted and Jack was re-elected as chairperson. Bob R. was again elected as vice-chairperson. Jack announced assignments of trustees to work with the conference committees. They had received a complaint about a group in New York City that was sponsoring a Gay Pride parade. They elected to defer that until later. Jack also made assignments of specific writing projects for each trustee to work on. Jack kept the trustees busy on these projects during the coming year as they moved to establish an understanding and a position statement on each item. With Steve S. now working with the trustees they were finally getting the administrative support to make their efforts successful. {371}

Chapter Sixteen (1986-1987)

New Challenges

During the first three years I worked at the World Service Office, I was engaged mostly in the details of getting a business to function properly. From getting an accounting system established to finding reliable suppliers, to hiring and organizing a staff, much of what I spent my time on was internal to the office. Yes, much of what we did was connected to committee and the fellowship activity, but office operation was a first priority. After the 1986 conference, more of my time shifted to new challenges in the fellowship at large, and I left much of the office operation to the crew we had hired and trained. They were a hard-working group, up to the many challenges they faced.

George called the 1986 World Service Conference to order in April at the Airtel Plaza Hotel in Van Nuys. Representatives had arrived from places as distant as Australia, Japan, and Germany, and reports were received from service committees in Brazil, Spain, Italy, India, Colombia, and Israel. At the first roll call, forty-one representatives gave reports, after which eight new regions were accepted and they gave reports too. Among the new regions was Virginia who had been refused recognition the previous year. The motion to seat them was proposed by the Chesapeake/Potomac region, whose representative the previous year had opposed seating them. Other new regions included Japan, Australasian (also representing New Zealand), and England.

Daniel S., the representative from Germany, gave a report with intermittent help from a translator, but came across better in his halting English. He reported on the strength of their meetings, told of an active Translations Committee, and described the need for literature in German. He complained that the office and the US fellowship were not doing enough to get literature translated. The Americans, he felt, spent too much time and energy fighting with each other, and left addicts in other countries to die in the streets.

Mario T., whose Australian accent won endearment from everyone, spoke for a growing fellowship “down under.” He told about their desire to help start NA in other countries in the Southwest Pacific. {373}

Jamie S.H. spoke for his homeland in England and was welcomed by a rousing standing ovation. Kiyoshi O., the representative from Japan, stood up and delivered his entire report in Japanese, translated by Roy A., another member who came from Japan specifically to do the translating. While Kiyoshi gave his report, those present were either so thrilled they could hardly contain their joyous shouts or were quietly choking back. I was among the latter.

The RSR from Montreal, Canada, Andrea L., delivered her report in French, with a Quebec accent, and then did her own translation. She also stressed the need for literature in her native language and decried the high cost of literature for those in Canada. Andrea supported Daniel’s concerns over the slowness of translations with some strong comments of her own. She was a very expressive individual to begin with, and her French/Canadian flair, directness, and wit made her very effective. I thought her comments were a veiled attack on me personally, and an attack on the office, and I felt hurt. For some months afterward, our relations were strained, but by the end of 1986 we had become friends and worked closely to get French translations done. With her help and similar aid from members in other countries, our translation efforts became more effective. The value of their criticism, despite my initial feelings of being unfairly criticized, was shown by the fact subsequent translations were done more quickly.

Reports were also given by representatives from Ireland as well as British Columbia and Ontario, Canada. These regions had been recognized at previous conferences. The conference was greatly moved by this exhibition of international growth, and awed by the realization that NA was truly becoming a worldwide fellowship. Other exciting international news was given later by Mary B. when she gave the Interna-

tional Affairs Committee report. Compared to all that international energy, the regional reports from the US, despite being peppered with all that American street slang, sounded almost dull and monotonous. Another open forum was held in the evening.

After the open forum I gave another of my lengthy reports – over four hours with my talking and all the questions. I began by revealing that the number of groups registered at the office had grown during the year from approximately 4,000 to over 6,000. Startling as that figure was, less than three months later we reported the number had grown to over 7,000! The growth during that time was staggering.

It always seemed important to disclose figures that could be compared with earlier years. In this way, members around the world, as well as NA leadership, could chart our growth. We showed financial information, sales data, and figures about meetings and events. Wherever I traveled, members asked about these things and {374} marveled at the phenomenal growth these indicators showed. We made sure that our staff who gave tours to visitors during those years had some of these statistics fresh in their minds as well. The sheer pace of growth was a real inspiration to anyone exposed to it.

Our financial report showed gross sales of \$1,436,108 although we spent \$121,691 more than we received. This shortfall came from the reserve, and was used mostly for the public service announcements, Texts, and additional services. Of the 6,000 copies of the committee-written draft of *It Works: How and Why*, we sold the entire printing. For the first time we showed sales totals from non-US countries. Canada purchased the most, followed by England. Together they bought over \$33,000 worth of literature in the previous twelve months.

White Booklet sales, in my opinion, were a good indicator of the number of members. Most dedicated members had their own copy and kept it handy most of the time, ready to give to an addict in need. In the previous twelve months we had sold 309,750 copies of the White Booklet! The number of Texts sold since the last conference was 133,527, a growth of more than 47,862 over the previous year. This brought the total number of copies sold to 255,911. Since many treatment centers were purchasing the books for distribution to every patient, and some of them returned to using drugs, it was not realistic to equate Text sales to the number of members.

The magazine continued to improve in quality, but the number of subscribers had not grown as much as we wanted. We tried a number of things during the year to promote readership, but subscription growth was slow. Discounts were offered for multi-year subscribers as well as bulk purchases, but the magazine still lost money. We showed only 2,835 subscribers and a loss of about \$9,000. I told the conference the number of subscribers needed to break even was approximately 3,500. But Ron was then engaged in a good promotional program and we held out great hopes for substantially increased readership.

I spent a lot of time discussing speaker tapes. Since we had withdrawn all tapes several years earlier in order to review their message and recording quality, we had been working on finding replacements. Unfortunately, I did not devote much time or energy to this project, and it sort of limped along with limited success for several years. We tried a number of approaches to getting tapes reviewed and approved, but it was a slow, expensive process with many delays along the way. Each year I promised we would improve it, and for several years, brought proposals to the conference with that intent. Eventually we devised a workable system and then devoted {375} enough staff time to get the job done. In 1986 we began to see the results, as “approved” tapes were finally available.

An important part of my report was about translations and our efforts to facilitate delivery of literature to other countries. We showed an impressive list of works in progress in various languages. However, our success was less impressive than the report stated. We had completed a number of draft translations, but we had arguments with the members who were going to use them over the final wording.

I also reported on the production of literature by non-US fellowships, such as England, Germany, Australia, and Ireland. My report acknowledged that these printings were being done and discussed the need to find a solution to this unauthorized printing. The solution I favored was to enter agreements that sanctioned their printing in return for three things: acknowledgment of the office’s authority and responsibility

for the copyrights, the members' assistance in maintaining those rights, and the payment of a nominal fee or royalty. An eight or ten percent royalty was first suggested, based on the retail price they charged for literature.

Included in my report was the first of several comments about embezzlement of fellowship funds. Fortunately the office had a dedicated staff and good procedures, which served to prohibit embezzlement at the office, so we were in good shape. But the rest of the fellowship was not in the same situation. We were contacted constantly about members who embezzled thousands and tens of thousands of dollars. Some committees wanted to prosecute the individuals, while others wanted to hush it up. In the years ahead I would frequently speak and write about this. I told the conference that we had received reports from areas and regions about embezzlements that added up to more than \$100,000. The amount lost from group treasuries was probably equal to that figure as well.

Among my concluding remarks was information about the support we had provided in finding and paying for a professional to help with the Steps and Traditions book. I explained the board's support for the process and satisfaction with the ultimate product developed by the Literature Review Committee. The meeting adjourned late in the night. Again my report was enthusiastically approved!

Tuesday morning had been set aside for committee reports, but the order of business was changed so that another attempt to redefine the two-thirds vote problem could be addressed. Fortunately, the Policy Committee had actually accomplished something during the year – they developed a proposal to resolve this matter. Their motion was to require on “matters of policy, literature approval, or matters that affect the service structure” a two-thirds majority of all registered participants of the conference. This was adopted with sixty- **{376}** eight votes in favor, none voting against or abstaining, although several amendments were also adopted. At last the matter seemed to be settled! The rest of the day was spent on committee reports and more open forum time.

On Wednesday morning, motions from the Agenda Report were taken up. The first were those offered by the office. Steve B. stood at the microphone to present the motions and answer questions. He did a marvelous job, and all of them were adopted, most with no opposition. With so much support for office proposals, it was hard to imagine that five years earlier anything the office proposed was loudly defeated; but then again, it was a different team of people.

Jack B. then proposed the motions from the trustees, starting with the changes to the Little White Booklet. One by one the motions were offered and approved by unanimous votes. After the trustee changes had been adopted, a number of modifications were offered by a few RSRs, most of which were soundly defeated. A couple were approved, but they were mostly minor word changes. Roll call votes were then taken to approve the modified White Booklet in two sections. The first part was adopted unanimously, but the second half (containing the stories) failed to get a two-thirds majority. George appointed an ad hoc committee to study the issues in conflict and report later in the conference, hopefully with a solution.

The changes they approved to the White Booklet presented us with a problem, and I explained this to the conference. The changes also applied to the Basic Text, since the italicized parts at the beginning of many of the chapters were directly quoted from the White Booklet. We had thousands of the Text in stock, and therefore tens of thousands of dollars tied up in inventory that was now incorrect. We could not consider throwing away the books, nor could we modify the books on hand, but we could change the affected pages in the next Basic Text printing. In response, a motion was adopted to allow the existing books to be sold as they were, and to make the changes in the next printing.

Motions proposed by the Administrative Committee came next, and received mixed response. Their proposal to delete the elected positions of conference secretary and assistant secretary was adopted (finally I could stop worrying about having my secretary become a voting participant). Their proposal to have the World Convention every other year was defeated. On the last day of the conference, a motion was adopted appointing the office as secretary for the conference. This was an important recognition that a service body of this size and significance required fulltime staff to provide its administrative support. Besides, we had

been doing all the work since Carol K. had ended her term as secretary in 1984. {377}

When Maggie O. presented the Literature Committee motions, the pamphlet *A Physicians Viewpoint* was not approved, but the revised pamphlet *Self Acceptance* was. Her report went quickly, which seemed odd, considering the strong feelings about several literature matters. Maggie had decided to serve only one term as committee chairperson. She was a good organizer and very sensitive to the interests of every member. She had a soft personality and a tremendous sense of humor. There was just something about her that attracted the affection of others; I often thought it was her feeling of joy about life and recovery. I cherished every opportunity to work with her, and I remember them all. We were going to miss having her to work with. I took every opportunity for several years to try and get her involved in special projects that came up later on.

Since Kim had resigned a few months before the conference as chairperson of Public Information, Leah presented the motions to adopt the two handbooks the PI Committee had written. Both motions passed with nearly unanimous votes. This was a great testament to Kim's perseverance and leadership as committee chairperson while the work had been done. Kim had moved to another city several months before the conference, and that was the primary reason for her resignation. A motion establishing an administrative policy on participation in non-NA events was adopted after some modification. This policy was used quite extensively during the following years and added greatly to the image of NA in the eyes of the general public.

Motions proposed by the Convention Committee were handled by Bobby B., the chairperson. The conference selected New Orleans as the site of the 1987 convention, the first time the World Service Conference made a World Convention site selection. All the committee motions were adopted: the committee's decision to transfer control of conventions to the corporation known as WCNA15 was ratified, revisions to the convention handbook and their last proposal were accepted, and the committee was dissolved. This was the first time a standing committee of the conference had been created, accomplished its duty, and then asked to be dissolved.

As chairperson of the committee, Bobby had been strongly supported by Stu, Mary B., Chuck L., and myself. Together we had written the *Convention Handbook* and obtained conference approval for it. The following year we modified it, and the conference adopted them (those changes) as well. We had taken over the Chicago Convention Corporation along the way and began to transform it into the World Convention Corporation. This was probably the best example of how the fellowship can work through conference committees since the conference began in 1976. {378}

As the conference was about to adjourn, the Finance Committee was also abolished. It had been limping along since it was first created. When *The NA Tree* was written, it was thought that a Finance Committee would be an important working group to assist in budgeting for the conference and auditing the expenditures of the treasurer. However, the treasurer was never audited and the conference acted as its own advisor when developing its budget – usually doing a very poor job of it at that.

When elections were held on Thursday, Leah G. (Florida) was elected as new conference chairperson and Chuck L. (Arizona) the vice-chairperson, while Bob H. (Ohio) became the treasurer. Ed D. (Massachusetts) was elected to lead the Policy Committee, while Bruce A. (So. Cal.) was elected to head PI. Randy J. (Maryland) was chosen to chair the H&I Committee, and Suzanne S. (New Jersey) became chairperson of the Literature Committee. Mary B. (Texas) was returned as chairperson of the International Committee. Surprisingly, no one was elected to the Board of Trustees.

Leah took over the reins of conference leadership with a lot of enthusiasm and confidence. She was a strong and forceful personality, yet beneath the gruff exterior was a warm and sensitive woman. During her upbringing, and then through her using days, she had developed a toughness and "street smarts" that allowed her to "mix it up with the hardest of cases." She was, however in the midst of monumental personal change. In her personal growth through the Steps, she was about to break free of the old baggage she carried and emerge with a less aggressive personality, one that allowed her to express greater affection for

those she loved. She served as chairperson for about twenty-two months. Both of her terms were very successful and crucial to the fellowship.

Friday morning, the conference quickly approved the recommendations from the ad hoc committee appointed to work out a solution to the changes in the White Booklet that had been tabled earlier. The roll call vote showed fifty-three favored approval, ten were opposed, and four abstained. Changing the White Booklet had been a major accomplishment. Although most of the changes proposed by the trustees had been compiled by Ron H., editor of the NA Way, the weight of public pressure had been on Sydney R., as the trustee in charge of the project. She did a marvelous job. She was able to articulate the reasons for every change, and did so with confidence and sincerity. Sydney was a key leader in literature development during the years I worked for the office. *The White Booklet* was only one of several important projects upon which she left the imprint of her character and her recovery. {379}

Later that day, a reconstituted Select Committee was appointed. This time a working group was actually chosen. This committee began to have meetings, and slowly started to write a legitimate alternative to the Temporary Working Guide. Unfortunately the work dragged on so long that a new body of appointees was made in subsequent years and they started all over in a different direction. When I left the office in 1990, the work was far from complete.

Remaining true to form, at the last minute the conference adopted a budget that envisioned spending more money than it could reasonably expect to receive in contributions. The details for its implementation were again left to the Administrative Committee.

There was a substantial difference in this conference compared to the last one. This one showed real maturity in its decision making process. Yes, the standing opposition was as organized as ever and quite vocal at times. When they were right on an issue, the conference sided with them. But when they were wrong, the conference benevolently ignored them or strongly defeated their proposals.

The standing opposition was led by several strong willed and determined individuals. Their opposition to the people and things they could not control or intimidate became the objects of vicious attacks. Even as the 1986 conference ended with a lot of brotherhood and affection, the storm clouds were gathering around the It Works project and the editing of the Basic Text.

It is fair to point out, however, that on several issues during the coming years, the standing minority was right on target, and forced some needed changes. Sadly, the targets of their anger were often the office, me personally, and some of the things we did. It was from the experiences in 1986 that I was first exposed to members, who seemingly with clear conscience and intent, would declare to me and others that the things they did were indeed at the direction of God and not their own choosing. It had been some time since I had met people who communicated directly with God. I knew these were going to be interesting times.

Saturday morning the World Convention Corporation held a lengthy meeting. Since the conference had endorsed all the actions the committee/corporation had taken during the year, and then disbanded the Convention Committee, the corporation was now responsible to conduct world conventions. The meeting began with settling membership, electing a vice-chairperson (Tony D.), and formally transforming the Chicago Corporation into the World Convention Corporation. It was a productive and positive meeting. {380}

Vivian D., the chairperson of the London host committee, presented a number of requests from her committee and described a problem with the Cardillo travel agency. She claimed that Cardillo had not transferred all the funds that were required for the hotel reservations they had made. Cardillo had denied this, and we had no way to prove the truth of the matter. Modifications were made to the London budget, and Stu and Chuck were authorized to return to London to make final convention decisions.

The office directors met after the Convention Corporation meeting adjourned. The board accepted Chuck L.'s resignation, since he had been elected conference vice-chairperson. Jamie S-H was added to

the board, even though he lacked the required five years clean time. The board authorized me to draft license agreements with Australia, England, and Germany to allow them to print literature on a limited basis.

The board also authorized funds for Chuck and Stu, while on the London trip, to visit Germany and attempt to repair some of the damage resulting from my earlier visit. They also authorized funds for a workshop in Detroit to help regions who were forming office corporations.

In the week following the conference, I began drafting a report for the board. I had been considering the general organization of the office and its relationship to the work of the trustees and conference committees. I suggested that the board consider dividing the staff into two distinct organizations. One, related to the production and sale of literature, would continue to be controlled by the WSO board. The other could become directed by a new body, possibly composed of trustees, conference officers and committee chairs, and maybe some directors. This second group would control activities of the staff who worked with the conference and trustees. In this way, I thought, the staff needs of the trustees and conference would be more closely controlled by those who needed that staff support. I asked the board to consider the idea at the next meeting.

The month following the conference was a very busy time. We had a long list of publications to revise or get printed in approved form. We used everyone who was not engaged in some important task to help get all these publications into print. To complicate things, we also had to prepare for the office workshop at the end of June in Detroit. I had been working on the material for the workshop, but it required a lot more time. I gave it as much as I could and eventually prepared a pretty hefty package of information.

About the time the conference was over, we finalized an agreement with a member to edit the Basic Text based on the 1985 conference instructions. The double spaced manuscript, which included changes made in the White Booklet portions, was soon sent to the {381} editor. It did not dawn on us at the time, that in the ten months since the book had been typed into our computer file, it had not been proofread. Copies of the manuscript were also sent to the Literature Review Committee for their use in comparing the edits that would be made.

In late May, trustee Tom McC. flew to Japan. Hawaii was a contact point for members in Japan reaching out for support, and Tom had been helping the Japanese membership for years. Several Japanese had come to the last two Hawaii conventions, and Tom met one of their members while the member was traveling through Philadelphia the previous fall. From these discussions came an invitation from the Japanese members for Tom to go there and share his experience, strength, and hope. Fortunately he had amassed enough frequent flyer miles on NA trips to make this visit without cost, and the Board of Trustees authorized the trip. He later wrote a wonderful article that we published in the *Newsline*.

It was an important milestone in our relationship with non-English speaking fellowships. Tom helped open my eyes and the eyes of other world-level trusted servants to many of the problems they faced. His trip and those being taken by other world level servants helped us make a more rational international service policy. We began to work with greater unity towards addressing international needs.

The Convention Corporation met again on the morning of June fourteenth, and elected Steve B. as chairperson and Stu T. as vice-chairperson. Most of their work was confined to agreements and budgets for the London convention and associated matters. One of those matters was a report from Cardillo travel agency that one of their employees had departed and left with some of the records. We later came to believe this was a ploy by their owners to gain time while they embezzled the money from their own company and clients (such as our members who made hotel reservations through them) before disappearing.

This was the first meeting which Anthony E., the representative from Washington DC, had attended. The chairperson of the Washington DC convention was expected to have been their representative, but she elected to decline and Anthony became the replacement. Anthony was well versed in all aspects of conventions and quickly made his mark in discussions and decisions of the board. He volunteered to write several policy statements for the board, and when they were reviewed months later, they demonstrated his writing and organizational skills. We were all glad he would be serving on the board.

In the afternoon, when the office board met, Steve B. was reelected as chairperson for another year. Jim W from San Francisco {382} was elected as the vice-chairperson. George H., just completing his term as WSC Chairperson, was elected as a member of the board. Later in the meeting, the board approved a new contract to keep me another year, and then took action on the recommendations of the Personnel Committee to hire an assistant administrator. The committee had recommended we hire George H., and the board unanimously agreed. George accepted the appointment and resigned from the Board of Directors. I believe it was the shortest time anyone had ever served on the office board – a total of about seven hours, during which he never proposed a motion.

George had been conference vice-chair for two years while Bob R. had been chairperson. He then served two years as chairperson, and did an excellent job. During those four years, he matured in every respect and learned more about the fellowship than anyone I knew. A tremendous investment had been made in furthering his knowledge and ability. We had conducted an open and unbiased selection process, and there was no doubt among the committee or the directors, once all candidates had been considered. The Personnel Committee and I felt it would be an awful waste for us to miss the opportunity to have him become the assistant administrator. Over the years he proved again and again it was the right decision.

Actions on publications dominated the meeting. Among the most important were those concerning the Traditions portion of *It Works*.

Since receiving the Steps portion from the professionals the previous September, the It Works committee had continued to work on that draft and revised or re-wrote most of it. Just after the contract with the writers was terminated, the Literature Committee, the office, and the trustees had formed a working group to attempt to salvage the work. Ginni S. and Ron H. were assigned to the project from the office. A group of trusted servants made up of trustees and Literature Committee members served as an editorial team, while Ginni and Ron divided up the chapters and began to rework the material. Their charge had been to take the original committee material and the manuscript that the writers produced, find the best material from both, and produce a final draft. They were to retain the voice of the writers, because it was very distinctive and would have been nearly impossible to remove from that material. They each took alternating chapters and went to work, meeting regularly with the editorial team to review their progress and get direction for future work. They were now almost finished.

While they worked on the Steps, the Literature Committee had set aside the Traditions portion, expecting to work on it later. About the time of the conference, they asked the office to allocate money to hire another professional to work on the Traditions portion before {383} they began to work on it themselves. They wanted the professional to take all the input available and organize a first draft, after which the Literature Review Committee would then revise and complete it.

Although the Literature Committee chairpersons had written from time to time in their reports about using a professional, none of the work that a professional had produced had yet been published, so no controversy had developed. In retrospect, we probably should not have hired the second professional until we had released the work of the first one, even though the work produced by the first professional had been substantially modified.

When the discussion turned to the Basic Text, I reported that the editing had just been completed, but that the Literature Review Committee had not started on their review of the work. The board voted to have the next printing of the Text incorporate the changes made to the White Booklet by the conference but not otherwise delay production. This meant we would have a Third Edition (Revised) and then a Fourth Edition later in the year, after the editing and review was done by the LRC. I thought it was crazy, but could see no other options.

When it came to discussion of my proposal to consider division of the staff between two decision-making bodies, the board declared they were not interested in having the idea pursued. Since my board reports were also sent to the trustee chairperson, I felt if Jack was interested in the matter, he would bring it up at the next trustee meeting. It didn't make it to the trustee agenda, and the matter was not raised again

for a year, when it was resurrected in my discussions with the directors and the Select Committee.

About a week after the board meeting, we began converting our manual order and shipping process to a computerized system. It had taken two years, but we finally found a computer program that could be adapted to our needs. Slowly over the next few months we made the change. It wasn't perfect, but it worked. Vida, who had been responsible for processing the orders every day by hand, didn't want to convert to a computer system. She, like so many of us, was intimidated by computer programs and was afraid she might not adequately learn the system. She considered quitting, and on several occasions we had private talks about the transition. We went slow; Vida did learn the system, and in time became expert at it.

It was almost a fully automated system. It included inventory control and a full range of accounting. But there were limitations, and the program was not quite as sophisticated as we needed. Nevertheless we used it for several years, and we even had the software company modify the program to better suit our needs. {384}

The Literature Review Committee had continued to make progress in composing the Steps. And despite occasional problems within the committee, it was a pretty well balanced group and got a lot accomplished. They eventually developed their own style and confidence, and at the end of June the work was finished. As our staff had been making changes in the computer files of the manuscript, transforming it into a book was much easier than earlier productions of this magnitude. After proofreading by the committee, the manuscript was sent to the printer. In July they began to review the suggestions from the professional editor hired to propose edits in the Basic Text.

While this had been going on, a search for someone to compile the Traditions portion of It Works had proceeded. Several interviews were conducted, again using a team with a trustee, conference officer, chair of the Literature Committee, myself, and an office director. Once the person was selected, a contract was negotiated and the work began. This was briefly explained by Suzanne in a later report to the fellowship.

On the last weekend of June, Steve S. and I held the long-planned-for office workshop in Detroit. Steve had taken a keen interest in these offices, since they interfaced with the general Group Services duties for which he was responsible. Thirty-one participants arrived, representing eleven existing or new offices and some committees interested in starting an office. It was a good way to work with the people who were going to be the largest fellowship literature customers. At this meeting, and all the subsequent office workshops, we gave information they could all use and we worked on individual problems. During the sessions and in between, there was constant sharing of ideas and suggestions. The workshop was a very valuable experience for everyone.

In early July, George and Mary B. went to London to attend the third European Service Conference (ESC). They were inundated with questions about how to resolve some of the problems we were then having with literature shipments to Europe. Another important issue on the minds of the Europeans was just how they were going to be active participants in the World Service Conference. It was a productive meeting. When it was over, George flew on to the conference workshop.

When mid-July arrived, we were off to Minneapolis, Minnesota for the conference committee workshop. I also arranged for a group of us to visit the Hazelden facility north of the city. Our group included conference officers, trustees, office directors, and staff. We were given a tour of their treatment facilities and the literature development center, sales offices, and warehouse. {385}

We met with their senior staff and shared our views openly. Hazelden got the chance to hear firsthand the complaints members across the fellowship had about their sales and advertising practices. We discussed our literature development plans and projects we intended to pursue. We also shared ideas about literature needs that NA was never likely to satisfy. It was a productive meeting in every respect.

The Minneapolis (conference) workshop itself was also an excellent meeting. Each committee spent long hours discussing and working on their various projects. Because we had coordinators assisting three committees (Literature, H&I, and PI), George and I were able to spend more time with the Policy, Select, and International Committees. I went to different committees, when asked, to respond to questions or pro-

posals that affected the office. I spent a lot of time with the Select Committee who held their first real input meeting. They decided to restrict their work during the first year to the member, group, and area committee levels of service. Regions and world services would come later.

The Policy Committee, under its new chairperson Ed D., established an impressive list of projects. Although Ed acknowledged the independence of the Select Committee and its responsibility for the big issues of the service structure, his committee began to encroach into the Select Committee's work anyway. For the next few years, the standing minority would keep a lot of its followers on the Policy Committee and attempt to use it to push forward their ideas on service structure matters, since they were mostly excluded from Select Committee membership.

We were having some headaches with the PI and International Committees as well. The new PI chairperson set out to establish his "turf," and in so doing moved us into a series of minor conflicts. We were trying to keep national PI matters in the hands of a working group composed of a trustee, conference officer, office staff, and the PI chairperson. This didn't work so well with the new chairperson, as he seemed to want more direct authority for himself.

About the International Committee, I didn't always hide my frustration with its very existence. Mary B., the chairperson, was truly interested in working together and trying to serve the needs of the international fellowship. I still felt the committee was simply a lobby group and an extra finger in the pie that we had to deal with.

In the July *Newsline*, we announced that the total number of registered meetings had reached seven thousand, including H&I meetings or panels. It was about this time that I began to use the *Newsline* to condition the fellowship to the idea of discontinuing {386} publication of the World Directory as it was then published. Our alternative was to publish the directory in three parts, western, eastern, and international. We thought that by spreading out the deadlines for receipt of information and working with a small number of meetings, we could keep up an accurate list of meetings. With a unified directory it was substantially incorrect by the time it was offered for sale. The directory was also an expensive project that didn't produce enough income to cover its cost because so few people actually bought them.

One of my biggest concerns during the summer of 1986 was the national obsession about the war on drugs. I didn't fear that its success would pack NA meetings with addicts seeking recovery – that was my dream. I feared the misconceptions being propagated by misinformed media moguls. They were making lots of money selling news time about the "war," yet having no positive impact on addicts suffering with the disease. They exposed using addicts, often making celebrities of them and thereby making it harder for them to find recovery. For recovering addicts with only a few years clean time (or less), the notoriety made it hard to stay clean. This exposure did lead some back to using. Most were simply being exploited. I privately recognized that the war on drugs was a political game on the one hand and a moneymaker for the media businesses on the other. Of course, the office kept to the tradition of expressing no public opinion on what was really an "outside issue."

I would have favored a war on drug addiction rather than a war on the addicts. I felt that it was important to understand addiction as a disease and to confront those with the disease and offer a solution rather than spend millions on interdiction of drug trafficking. But those in power were more interested in "law enforcement" than in getting addicts clean. I felt that the "war" was another election charade intended to pressure Congress for more money for law enforcement budgets and to garner re-election votes for those supporting the "get tough policy on illegal drugs."

The war was a boon to the news media, as it provided a great opportunity to parade drug busts, hard-working cops, and helpless addicts before the nation on the evening news. There was a mad rush by the media to scour the streets for sympathy stories about addicts. When their searches didn't involve the fellowship, we kept out of their way. But when they contacted NA, we often became involved. Individuals, area committees, and regional committees were calling every day with requests for advice, help, and clari-

fication of what they could do. We were concerned that every effort be made to remain within the bounds of the Traditions so as to protect our members and NA. {387}

We had a particular concern about stories carried by the national media. A large number of these stories were generated in or around New York City, and we felt that an area PI committee in those situations might not have enough perseverance to adequately protect themselves, other recovering addicts, and the fellowship. We began to evolve a practical response system to these national media stories. With Kim, who was then living in New York City, as the principal liaison, we put our national media response team into effect in a few situations. This involved telephone consultations with the team before and after national media contacts. The team was composed of a trustee, conference officer, the chairperson or vice-chairperson of the PI Committee, and one of our office staff members versed in PI matters.

The media folks wanted full faces on camera, and we went out of our way to discourage that, refusing to participate if that was the plan. Some members on their own elected to allow their full-face identities to be shown, much to our dismay. Typical of the situations we participated in was one of the hour-long news magazine programs. Kim helped locate an acceptable volunteer who was to appear on camera in an interview without having her identity revealed. Kim was off camera when the filming was done and acted as advisor on how to accomplish the interview, with taste, and still avoid showing our member's face. Conference calls preceded and followed the taping.

In mid-summer, Chuck and Stu flew to London to make final arrangements for the convention. Because it was so far away and difficult to truly make decisions in concert with the rest of the board, Chuck and Stu took over control of the convention, for all practical purposes. When they returned, Steve B. and I were briefed about what they had decided and a report was sent to the full board. They also went to Germany, and after their meetings, reported our relationship with them was much improved.

In August we finalized the basics of an agreement with the United Kingdom service office that permitted them to print pamphlets and the White Booklet in England. The printing part of the agreement worked quite well. They got the literature easily and at a fairly reasonable cost. However, the other aspects of the agreement never worked as they were supposed to. We had agreed a year earlier that they would hold the money due to the WSO on literature sales until we negotiated an agreement, and then we would ask for the money. They bought literature from us, and for more than two years we did not ask for the money. {388}

The funds they kept were actually used on a variety of other things such as their office operation and PI. This was done with my general knowledge and consent. We expected the agreement to be reached relatively quickly, and that the requirement for payment would be quite small. But as it turned out, it took about three years to reach agreement. Although they were required to pay less than ten percent of what everyone else paid, they didn't have the money when we asked for it. Negotiations about the payment had still not been completed when I left the WSO in 1990. I believe the office eventually forgave the United Kingdom service office the entire amount of its debt, some 17,000 dollars (US). In practical terms, it turned out to be an additional subsidy from the US fellowship to the UK fellowship. Their failure to pay the office was a mistake for which I share considerable blame.

In August we notified the fellowship in the *Newsline* about the status of the editing and printing of the Text. We didn't want to incur criticism for keeping the fellowship in the dark. We reported that the revisions of the White Booklet portions of the Text were made, and would be reflected in the next printing (it would be the Third Edition (Revised)). The editing, in accordance with the conference instructions from 1985, was behind schedule, but the editor's work had been completed, and was then in the hands of the Literature Review Committee. The edited version would become the Fourth Edition and would come later. The Literature Review Committee concurred with this report, and there were few, if any complaints from the fellowship.

Although our transition to a computerized accounting and order entry system was taking place, we were having problems both in that area and within the shipping department. In the final weeks of August, I

made some staff reassignments in the hope of improving things. The shipping activity was then managed by a woman named Linda M., a non-addict, who I felt had not been getting the job done properly. There was employee dissension, poor performance, and several problems with inventory control and purchasing. And to complicate things, she was on maternity leave, so for a while I used a temporary supervisor. I finally decided to make a permanent change. After talking it over with the chairperson of the board, I offered the job to Bob S., our H&I Coordinator. Fortunately, Linda decided to quit.

Bob was reluctant at first to take the job, but with a little encouragement he agreed. During the remaining years I was with the office, he did just about everything I wanted him to do. His soft management approach helped infuse a positive attitude among the shipping department staff. But we then had to find a replacement H&I coordinator. I immediately asked Randy, the H&I chairperson, to {389} search through the army of H&I people and help find a good coordinator for us.

Beginning on August twenty-eighth, NA held its first World Convention outside of the US with the theme of "Live from London." This, the sixteenth World Convention, was held in the Wembley conference center. Our members were spread out among numerous hotels. Americans mostly stayed in the hotels, while many Europeans stayed with members of the London fellowship.

Vivian R. had been the chairperson of the convention, a difficult position to be in, since Chuck and Stu took over operational control of the convention when they arrived a few days before it started. But Vivian had the grace and wit to handle the situation and still get her committee to work hard. Vivian was a talented administrator who exemplified the English propensity to be organized and have well established plans. She was assisted by David T., as dignified, dashing and refined as the English can be. Both Vivian and David possessed a dry wit and a considerable propensity for having fun. Together they had managed a complex but successful event. It didn't make much money, but through their leadership it didn't lose money either. Fortunately, there had been enough money Left over from the Washington DC convention to carry us through this one and on to the convention in New Orleans.

Most reports claim that over a thousand people attended the convention. Although smaller than the previous World Conventions, a thousand addicts in London was quite a crowd. It was good for the Americans who went, as it exposed them to the needs of European members. It probably encouraged and frightened the Europeans as they could easily see they were part of an enormous American fellowship. It did create a lot of enthusiasm among their members.

While the conventioners were having a good time, the Traditions part of It Works, was heading for a behind-the-scenes crisis. At long last a sizable quantity of input on the Traditions had been organized and compiled in readable fashion by the contractor. However, some of it was contradictory, while other ideas were not fully developed, and there were some ideas that seemed to be missing. He had discussed this at length with the Literature Review Committee, who finally asked the trustees for help. An ad hoc committee was created to help sort through the problems. The contractor even wrote a list of questions to help the committee fill in the blanks and clear up the contradictions. A series of meetings and phone calls followed, and the trustees began filling in these gaps. In time, over sixty pages of information were created. {390}

I prepared the usual report for the Board of Directors in advance of their October meeting. One of the problems I decided to address was how to present the best long-term resolution of the problem of fulfilling our responsibility to the European fellowship. There was no doubt that the right solution was to open a branch office there rather than continue trying to do everything from California. This idea had been discussed from time to time, but nothing concrete had been done.

In my board report I explained I was greatly in favor of this, but also reluctant to attempt a European branch office without first getting experience at managing a branch office in the US. Taking recognition of some of our other problems, I wrote the board suggesting that we open a branch office in the New York City area as a first start. This would give us experience in managing a branch office, yet at the same time prepare groundwork for some of the tasks a European office would handle. Additionally, the person there

could also be an immediate resource to the PI problems coming from the nightly news “drug war.”

I suggested the total staff be one coordinator (primarily a PI kind of person) and a clerical assistant. Like most such ventures, I thought it would take months of discussions to reach consensus, so this was just the first step. I was surprised when the board quickly approved the idea and authorized money for the coordinator position. We announced the position was open and began to search through the candidates.

Three other important issues were being discussed with the board at and between meetings during the early fall: moving the office so as to consolidate our operations in one large building (and possibly buying the building), making the Basic Text available for sale through regular bookstores across the country, and purchasing the equipment to do much of our own printing (not including the books). During the following year, much about these issues was discussed by the boards, and within the conference. When there was opportunity, I would squeeze in a little time to gather information on these issues and share it in board meetings.

Considerable support grew for having the office buy a building. We were looking for opportunities, and might have done so, but other priorities got in the way. The idea of selling the Text through bookstores was never resolved. For several years we investigated different approaches to getting it done, but none proved easily acceptable. The main problem was that in order to get the book into regular bookstores, we would have to offer a large discount to the bookstores and have on hand a large number of books with which to supply their needs. After a while, the board was willing to print enough books but {391} the discount was just too high for the board to accept. About buying the printing equipment and doing our own printing, we eventually decided not to pursue the matter. The equipment was dangerous enough that it would substantially increase our insurance costs, and the expense for separating the noise and vapors connected with printing from the other staff areas made the whole idea impractical.

Translation projects were starting to produce usable material. The committee in Germany sent us several pamphlets they had worked on. We had them checked by the Berlitz translation service, and they reported that the translations were excellent. This gave us the confidence to depend more on the German committee. The French translations were another matter.

It seems “French” written and spoken in France is slightly different than in Quebec, Canada. There were many discussions between them, and we encouraged them to work out their differences. We even agreed to pay for some phone calls and two members to travel to the other committee to work on final translations. Andrea, the Canadian spearheading the French translations, was always on my tail to keep the process flowing. She wanted me to concede on every point of disagreement. There were some tense moments between us, but we kept working.

During October, our staff and the conference committees were preparing for the Charlotte, North Carolina workshops. The Literature, Policy, and PI Committees were each ready to propose works for conference approval in the spring. So the Charlotte meeting was expected to be productive and exhausting. H&I, we thought, was also about to propose their “H&I can” be taken away and rely upon the generosity of the area and regional committees for funding like other committees.

About a month before the Charlotte meeting, the Steps portion of It Works arrived from the printer. It looked great! As word had been going out for some time about their pending arrival, we had lots of advance orders, and they were sent out as quickly as possible. The Literature Review Committee was quite pleased with their work and expected a good response. However, almost as soon as they hit the mail, we began to get negative phone calls, some quite angry and strongly worded. Over the first month we got a lot of phone calls and letters complaining about various passages, about the fact it was an approval form rather than a new review form, and about the fact that a non-member professional had been used to help write it.

For the week before the Charlotte committee workshop, I was in Washington DC at a conference put on by the Partnership for a Drug Free America. This was one of about a half dozen events targeted by the PI Committee to have a booth at and hand out our literature. {392} Biff K., the committee vice-chair, Marty E. from the local fellowship, and I spent most of our time in the booth giving out literature and an-

swering questions. When it was over I drove on to Charlotte, and into a firestorm!

One of the factors we had considered when deciding where and when to have the conference committee workshops was whether to avoid having it in the back yard of the standing minority. Well the last three conferences had been quite tame, so we were lulled into complacency when we chose Charlotte. Rather than being a peaceful and productive event like Minneapolis had been, this was four days of constant conflict.

The standing minority came out there in force, having recruited and brought to the meeting a large number of people to protest about the Steps portion of *It Works*. The complaints we had already received were mild compared to what took place in Charlotte. In Charlotte, we faced a well-orchestrated opposition, and the tactics used against Ginni and Kim years earlier came back to life. The leaders of the opposition had a game plan, and they worked it well. Their objectives were to throw out the Steps publication, return to the earlier draft of the work, and banish everyone associated with the project.

They charged there were too many passages where AA influence was obvious. It was tainted, it seems, by the fact that one of the professionals who had been a part of the work was an AA member. From those intimately familiar with AA literature, we were told there were passages that sounded like they came right from AA publications. Although I was not familiar with AA literature, I was certain the Literature Review Committee had thoroughly revised and rewritten the work before it was finalized. There had been about twenty-five long-term NA members who had worked on the project over the past two years, and I just couldn't accept that they would have allowed an undue amount of AA jargon to have been incorporated into it.

In the halls and in the Literature Committee there were vigorous arguments. Despite having six trustees, four directors and all of the conference leadership there as resources, the standing minority carried the day. They so strongly pressed their attack that several trustees switched sides from supporting the draft to calling for its demise. I was greatly disappointed by this "change of heart" under pressure.

Suzanne was assaulted so much it was hard to see how she could take the punishment they handed out. I got my share too, for having been part of the plan to pay someone (and an AA person at that!) to work on NA literature. There was such controversy that a Friday night "open forum" meeting was held in order to allow people to vent their feelings. There were a number of separate issues discussed: What was the proper procedure to take this work from a review form {393} (subject to revision) to an approval form (submitted for approval as is)? Why was there such a difference in content between the review form and the approval form? Where did the authority come from to use a professional? Why did the content sound like AA? Why did we use a closed committee rather than the old style "everybody's welcome" format? It was hard to determine the relative value of each person's complaint.

Looking back at the draft years later, it is obvious that it contained good material. Unfortunately, its content may have been of more help to addicts with some clean time rather than to newcomers. This was part of the objection, and also part of the reason it sounded a little like AA lingo.

Chuck explained in his vice-chairperson's letter in the Fellowship Report after the meeting about the approval form dilemma. "In some cases, review form drafts and final approval form literature are similar, but on occasion approval form literature bears little resemblance to earlier review drafts." A few sentences later he continued, "Two things are certain. First, *It Works: How and Why*" is out in approval form and scheduled for action at WSC 87. Second, no service board or committee has the actual authority to stop the approval process."

He was right on target, and although the standing minority knew this, they didn't care. It was not enough to simply campaign to defeat approval in the spring, they intended to disrupt the process and spread fear among the fellowship. It was simply a power struggle. For several years, members of the standing minority had been left out of key committee assignments, and they didn't really have much legitimate power. This campaign would be a test of their strength. Unfortunately, dishonesty became a key tool they used in order to win. They spread many untruths about the work that had been done, the people involved, and

the costs associated with it.

Despite the eruption in the Literature Committee, they made progress on revising three pamphlets and finishing another. They also raised concern about six places in the Text that included language that they felt was inconsistent with a current understanding of NA philosophy. But since they couldn't simply make the changes, they proceeded to send them out for consideration at the conference. When the next *Newsline* was prepared, they included a two-and-a-half page report giving all the details they could cram into it.

Over in the H&I Committee, a renewed call for a paperback edition of the Text – with or without the personal stories – was raised again. Dutch H., the trustee, was the principal proponent, and I felt a little awkward having a confrontation with him over the issue before the committee. They eventually proposed removing the “H&I can” {394} but wanted a thirty percent discount on their literature purchases as *quid pro quo*. They talked openly about helping find a replacement for Bob S. as the H&I coordinator, but they couldn't find one. Several weeks later I called Randy again and gave him one last chance to come up with a name. He offered no suggestion, so I struck out on my own.

The Policy Committee had really begun to roll. They had written membership requirements for their committee and devised draft policies for the approval of various types of material. The most valuable of their completed projects was writing a policy that would simplify the creation of materials the committees would use internally. They hadn't been successful in writing the rules of order for the conference, although that had been their first priority.

When the Convention Corporation met in November, we were presented with the tragic news that Cardillo had written a check to Expotel for the money due at the time of the convention, but the check was refused by the bank, and Cardillo had gone out of business. Also a few NA members who had paid Cardillo and didn't go to the convention, wanted refunds. We were soon contacted by Expotel who wanted us to make good on the bad check. The board authorized us to make refunds to the members, but said no to Expotel.

Progress was reported on the planning for the New Orleans convention, and decisions were made on prices for registration and the banquet. A program committee was set up to provide for broad participation in the selection of speakers. The two bids for the 1988 convention were reviewed (Anaheim and Santa Clara) and a board member was assigned to meet with each bid committee.

In mid-November the trustees had their fall meeting. They completed a full agenda, receiving reports on nine issues their members had written about. They addressed such issues as illness in recovery, NA language, open and closed meetings, medication, and special interest meetings. It was one of the most productive meetings in years. The support Steve S. provided to them was paying off.

When the fall Fellowship Report was prepared, we included in the WSO section a proposal that we had been hinting at earlier. We suggested discontinuing the World Directory and publishing a phone line directory instead. We were hopeful the idea would catch on, but if pressed, we would have kept on making the directory.

In my quest for an H&I coordinator, I called Anthony E. in DC and asked if he would consider taking the position. It took him completely by surprise. We had not discussed anything about him working for the office, and I doubt he had even considered it. He had a good job in Washington DC, and he was in the community where he {395} grew up. The idea of coming to LA was a new concept. We had a few conversations about it, as he wanted to discuss it with his wife Bea, and give the offer some thought. It took a few weeks, but after a visit to California for an interview, he said yes and prepared for the move of his life.

Another issue that I finally had time to get finished was a draft of the long-awaited report on financial and legal matters. In this twelve page report, I provided guidance on matters like what non-profit and tax-exempt status did and didn't do for corporations, how to obtain tax exemption, and on banking regulations.

For a long time I had been issuing warning notes and talking with office directors and trustees about issues that needed to be faced with regard to the Internal Revenue Service. In order for a nonprofit organi-

zation to properly comply with its tax-exempt status, it had to register with the IRS and file annual reports with them. The office was in compliance, and we were including the income and expense of the World Service Conference in our annual report, so they were in compliance too. But the rest of the fellowship, in my opinion, was in violation of IRS regulations. It was my contention that every dollar every group received as a contribution from its members needed to be reported to the IRS.

I was often told that NA didn't need to do that, since AA didn't report money from its groups and committees. I would respond that this really didn't constitute legal precedent, because it was not clear that AA was in compliance with the law either. Unfortunately, almost no one outside the branch of the IRS responsible for tax-exempt organizations knows the requirements of the law. Even if AA didn't know the law, and the IRS tax exemption division hadn't gone after them, we still had a duty to comply with the law.

It was my estimate that in 1986, NA collected at meetings and events over five million dollars. The IRS regulations were (and still are) written so that every organization, even NA and its groups, can and should report its income and expenses to the IRS. For all of the years I was with NA, I endeavored to get this point across and get the fellowship to begin to find a solution. It was not until my last year with NA that we finally found an attorney who knew IRS tax law well enough to discuss these matters intelligently. So until then, as in 1986, nothing but talk took place.

As the year was coming to an end, we were still being barraged over the It Works issue. A lengthy and coordinated report from all world services branches addressing the issue was prepared and distributed. The report focused on the reality of the situation. Rather than force a yes or no vote, or a yes vote with motions to modify page {396} after page during conference debate, alternatives were offered. We suggested that input be sent in for changes that could be made in the approval form, and those changes would be compiled and considered at the conference.

As 1986 came to a close, most of world service attention was focused on the It Works issue, but other things got done too. The trustees met and continued work on their projects, efforts to revise the convention guidelines were completed, and the Administrative Committee got ready for the Agenda Report. We had been unsuccessful in finding a candidate within the ranks of the PI Committee for the coordinator position in a New York branch office. So in December I began to have discussions with Willie L., an office board member from North Dakota, about the possibility of hiring him.

When the WSO Board of Directors met in early January, I asked them for authorization to hire Willie to fill the position, subject to his resignation from the board. Their agreement was without dissent. On other matters, they adopted motions for the second time to be included in the Agenda Report and approved the budget I proposed, which was based on anticipated income of \$3,500,000.

The Joint Administrative Committee met in early January to prepare the Agenda Report. They were confronted with a bevy of motions from regions, several of which were disruptive to the work being done by conference committees. The JAC added several motions of their own, including options explained in the special report about It Works that had been mailed in December. In the Fellowship Report, Chuck L. addressed the regional motions, pointing out that they would be included in the Agenda Report but stressing the need to use the conference committees to evolve fellowship policies rather than just submitting motions developed within one region.

From the Literature Committee, Suzanne's committee put forward approval recommendations for *Working Step Four in Narcotics Anonymous*, *Am I an Addict* (revised), *Staying Clean on the Outside*, *The Group* (revised), and *Hey! What's the Basket for?* In her Fellowship Report she explained about the editing of the Basic Text. She wrote, "The editor did an exceptional job of light editing, which consisted of spelling, punctuation, capitalization, and grammatical corrections. The Literature Review Committee was given the task of reviewing the edit to ensure that the content and meaning of the book had not been altered. The Literature Review Committee has completed their review and is satisfied with the editing job." She then went on to discuss the conceptual problems they discovered in reviewing the Text that they want-

ed guidance on.

The Agenda Report was mailed on schedule, and was then subjected to the usual series of meetings and workshops to discuss it. We {397} were more concerned about the standing minority meetings this time than before, as we knew they were mounting a maximum effort to defeat the It Works book. The only thing we could do, and did, was to be available as a resource for facts. Several world- level trusted servants traveled to regional agenda workshops to present the truth and offer the voice of reason.

In late January, Willie came to work as the new PI coordinator. Willie was an ideal candidate for this assignment considering his education, service experience, and objectives. He soon proved to be a valuable addition to the staff. He was reserved in manner, but clear in his understanding of the principles of NA recovery. Willie was good at making oral reports or presentations but even better at writing reports and correspondence. He was also dependable and tenacious when given assignments. Though he would eventually be moved to run the New York office, he started out with an office in Los Angeles.

At the February office board meeting, we had a lengthy report from and discussion with our attorney on the Cardillo Travel company problem. His research had clearly shown the company was “a bloodless turnip,” and the Expotel lawyers were about to file a lawsuit against us in an effort to recover their loss. Unfortunately the cost of the legal battle (i.e., to prove that we were not liable for the loss), would eventually cost more than finding a settlement out of court and paying all or part of what Expotel wanted. Additionally, we would be drawn into public controversy, and that we wanted to avoid. This issue was discussed again and again during the next seven months as more information surfaced and we moved toward resolution.

Early in the year I wrote another essay on the World Directory. Printed in the *Newsline* the essay was a second request for input on the alternatives to a World Directory that I had written about earlier. Although I tried to present an objective view, most readers could tell I wanted to end collecting meeting details and printing the directory. Simply put, a vast quantity of our information was inaccurate at the time of publication. Typically a new meeting would register with us soon after it started. However, few groups provided updates about their meetings when they moved, changed times or meeting days, or when they folded. The most accurate information was available at the area level. Unfortunately, we couldn’t even get area committees to give us their updates on a timely basis. It was clear to us that the office should not continue to make a directory of this type, and the duty to provide meeting information should be in the hands of area and regional committees. {398}

In the last report to the fellowship before the conference, a number of important matters were addressed. Leah wrote about the dilemma we faced concerning regional representatives from countries without enough money to send their RSR to the conference. She also noted the difficulty faced by non-English speaking RSR’s when they arrived at the conference. She explained an effort would be made to provide translators (although there might be limitations), but she felt the conference did not have enough money to pay for transportation and lodging for their RSRs.

She also addressed concerns about a few dedicated members who had not accepted the decision of the conference in 1986 to change the White Booklet. Some of them had tried to rent a room at the conference hotel for a “hospitality suite,” where they intended to lobby members to reverse the earlier conference decision. Leah put the hotel on notice that they could not permit this, and the hotel canceled the reservation. It was not even a regional service committee, but an ad hoc group of individual members. Leah was determined not to allow the conference to be turned into a political caucus where delegates would be “hammered” by proponents of one issue or another who set up shop and tried to alter the group conscience process.

In another Fellowship Report section, Mary B. included a lengthy analysis of the International Committee. Her report reflected the extensive discussions going on within her committee, the trustees, conference leadership, the WSO board, and the Select Committee. A large portion of her report concerned itself

with the question of whether the conference was truly a world conference or a North American conference. She explained that most issues the conference addressed concerned the needs of the US fellowship, and only to a lesser degree did it address concerns from other countries. The committees, for example, were composed of American members and addressed American needs. It was not possible for the American committee members or conference participants to be fully informed about the needs of non-US fellowship.

“First, there is something basically wrong,” she wrote, “with the notion that one or two representatives would come from each country representing an entire nation. Where, here on this continent where only two nations are present, we have over fifty regions (voting at the conference). If each country were to form as many regions (as over time they will) we would have some serious problems. Administratively it would be nearly impossible to coordinate the issues and motions each region in each country might bring to the conference. The issues in literature, PI, and H&I would be quite different.”

Among the ideas advanced in the report were suggestions that the current World Service Conference should in fact be changed to be {399} a North American service conference, and that a new World Service Conference be created. As a parallel discussion, the idea was also advanced that the World Service Office be divided into two offices, one to serve the needs of the North American fellowship and the other office to serve truly international needs. Mary’s report suggested the International Committee, as it was then structured, was not really of value to the international fellowship. It lacked the funding, specific responsibility, and purpose. She suggested a new committee be developed that would replace the existing committee. This was the culmination of three years of conflict between the committee and the office over what the office should be doing and what an American volunteer committee could effectively contribute. It had taken a long time to get Mary and her key committee members to understand the committee was more of a hindrance than a help to international fellowship matters. They recommended the committee be disbanded.

Suzanne signaled what was probably the death knell for the Steps portion of *It Works* in her Literature Committee report. She wrote there had been so much input received in response to their request, that if properly acted on by the committee, it would substantially alter the approval form as it was published. There were just too many proposed changes to be accommodated. She reported the committee elected to move forward with approval as it was printed rather than try to make a “patch-up” job during the conference. Nearly everyone recognized that few conference delegates would have voted to approve the manuscript without some changes, but neither would they vote for a work that had been substantially changed after the fellowship had their chance to review it and vote on it.

As the conference approached, we readied ourselves for a high-energy conflict. It seemed like this conference was about to turn away from the more positive and spiritual experience of the past three meetings. It was a sad turn of events. {400}

Chapter Seventeen (1987-1988)

A Gradual Shift

Perhaps through an accident of fate, most of the world trusted servants I had worked with since 1983 worked well together as a unified team. Yes, there were a few who worked against the majority, but on the whole nearly everyone was working in the same direction. In the coming conference year, there was a gradual shift. A few of the longtime trusted servants went on to other pursuits. Some of their replacements were of a different mind, and gradual adjustments had to be made as new leaders and new ideas emerged.

Leah G. called the 1987 World Service Conference to order on Monday morning, April twenty-seventh, at the Airtel Plaza Hotel. Sixty-nine participants answered the first roll call, including forty-nine regions and twenty others. Since the chairpersons of both the PI and Literature Committees had resigned, their vice-chairs were recognized as acting chairpersons. Shortly thereafter, seven new regions were recognized, including Israel, whose delegate was Etti D. This gave the regions a seventy-nine percent voting block. Efforts at this conference and in later years to remove the voting rights of the trustees could no longer reasonably rest on the claim that the trustee votes controlled the conference or represented an undue influence on group conscience.

The day was spent hearing reports from the various regions, but during the general forum held that evening, the full strength of venom against the *It Works* project was revealed. The same objections were aired about the material having an AA slant, and about our having used an AA member as one of the writers.

Committee meetings were held on Tuesday. Administrative reports were given in the general session that evening, including another lengthy one the staff and I had written for the office. The only memorable items were the fact that we now had thirty-three employees, and that we had sold 215,352 copies of the text during the year. This brought the total number of books sold to 471,263 since it had first been published. The staff was doing a great job, and the success of the conference committees was clear testimony to their skill and ability. {401}

As usual, I reported on the number of meetings registered by state and non-US countries. There were a total of 7,638 in the US and 735 in other countries (the majority of these were in Canada, Australia, and England). Although we were already deeply involved with translations of literature into other languages, there were relatively few meetings in most non-English speaking countries. That number would increase dramatically over the next few years, and our translations problems would expand accordingly.

In another section of my report I sounded the alarm about limitations on WSO income, indicating that this would in turn limit the ability of the office to do everything the conference wanted. I explained we had enough income right now, and we still had income growth potential to meet most current requests, but in the next few years the office would not have as much “available income,” and the conference would have to cut back its expectations. During the following years, I used this “reality check” when motions were made or policies proposed that would use up more of the limited office financial resources.

As a change from strict reporting, I included a section that addressed the conflict that was just beginning to surface between some conference officers and the staff. Central to the issue was to what extent should the staff be utilized in achieving the objectives of a committee. In several cases, the staff had done most of the work produced by committees. If they had not been so diligent, the work would not have been completed. Several volunteers were unhappy with this, claiming the staff was actually taking over the role of the committee officers and members. Not deterred in the slightest, I was proud of the success our staff had with keeping the committees working and productive.

When it came to motions proposed by the office, each was adopted. The first, written by Ron H., ex-

panded the content of the magazine to include an editorial comments section and a section for newsworthy events around NA. Another motion authorized the production of a phone line directory. This was the final move in terminating our unproductive struggle to produce a *World Directory* of meetings. The conference “recommended WSO produce a softcover Text at the same price as the hardcover Text,” which we took as a directive. We were not thrilled with this motion, but knew it was inevitable, so after the conference we made preparations to accomplish it.

Several motions from the standing minority were directed at altering the Board of Directors, but these were not adopted. Ruben F., the RSR from San Diego, proposed, “That the WSO office manager, Bob Stone, be heartily commended for his service to our fellowship, and be urged to continue with the blessing of the conference.” {402} Although the motion was not necessary, the unanimous affirmative vote was reassuring. We were also asked to “prepare a report for the fellowship as a whole on the possibility and impact of reducing the price of our Basic Text and pamphlets by twenty-five percent” and its impact on world services. Steve B. and I opposed the motion during debate.

On Wednesday morning, Randy J. began with H&I matters. Their motions were all adopted, including removal of the “H&I cans” from NA meetings. The elimination of the H&I can as a funding source for H&I Committees was a hard thing for many to accept. The cans had been successful in helping a large number of members into the fellowship. The fear that addicts in institutions would be forgotten and left on their own was hard to overcome. I believe the change did not materially harm the opportunities for addicts in hospitals or institutions to find NA, but it brought the H&I Committee’s funding pattern into line with other committees throughout the service structure.

Ed D. came next with Policy Committee motions. They had developed a reasonably clear statement of structure and purpose for their committee. This was finally adopted after a lengthy debate during which several changes were made. A second proposal was overwhelmingly adopted. This one outlined two separate procedures: one for developing material to be used within a conference committee, and another for creating new PI materials.

Acting PI chairperson Biff K. then gave the year-end PI Committee report. But before he delivered his report, he asked Billy Z., who had been chairperson of one of their subcommittees, to make a report. The subcommittee’s focus was on making NA more accessible to those with physical, visual, or hearing handicaps. During Billy’s report, he proposed that an ad hoc committee, separate from PI, be created by the conference to continue this work. The new committee, he suggested, should address how the conference, and the fellowship as a whole, could help addicts with special needs succeed in the fellowship. There were an unknown number of addicts with disabilities (those in wheel chairs, or without vision or hearing or similar disabilities), and there was a concern that these members were inadvertently discriminated against because the fellowship was not aware of their special needs. Billy further suggested that there needed to be programs geared toward helping them succeed in recovery and participate in service. After relatively little discussion, and without any clear understanding of its purpose, an ad hoc committee was created.

This was an example of the conference getting emotional over the plight of addicts in need, and attempting to help by throwing money at the problem, but not developing any clear purpose or plan of action. {403}

The committee was called the “Additional Needs Committee.” They held meetings and workshops for the next two years. Cost to the conference and the office for this committee, its meetings, including transportation, lodging, meals, phone calls, and administrative support was in the range of \$45,000. Although the committee did raise the consciousness about those with special needs for a while, it produced no lasting results.

The committee was intended “to investigate and disperse the current information on accessibility of NA meetings to those individuals from whom the message of recovery is limited, impaired, or inaccessible due to physical, audio-logical, or linguistic difficulties or handicaps.” I cringed as the motion carried. The idea behind its formation was positive and laudable, but I knew it wasn’t going to work out quite like its

originators said it would.

Biff then proceeded to advance PI Committee motions. Their proposal for a world level PI contingency plan was adopted, formalizing the process we were already using. Setting the stage for the next few years' PI efforts, the conference approved a new "Learning Days and Workshops" section of the *PI Handbook*. Considerable portions of the PI budgets that followed this conference went to fund participation learning days and non-fellowship PI events.

In essence, the committee had decided that the tools created while Kim J. was the chairperson were still adequate. Their focus was now shifting toward helping regional and area committees use the new PI tools. It was an important developmental shift for the committee: beyond tool development, toward actual implementation. A lot of staff work had gone into the development of those tools, and a lot more staff work and money would be invested in the next phase. I'm glad to say that it was a sound, well-managed plan. In the following years, considerable benefit was derived from these PI expenditures and hard work.

Mark D., who had been serving on the Select Committee as an RSR, was pressed into service to give a report for the committee. His report was brief, but included distribution of the newest draft of the *Guide To Service*. It was a mark of progress, and as usual, when the conference was handed massive documents, they commended the committee and extended their charter for another year. With ease and charm, Mark responded to questions about the work and gave everyone reason to believe another year might get the job done.

Michael L., acting Literature Committee chairperson, presented his report next. Michael had been the vice-chairperson when Suzanne resigned, so he had taken over leadership of the committee only six weeks before the conference. We had worked closely with {404} Michael during those weeks to help him prepare for the conference and plan for the next year.

Frankly I had not trusted Michael much in prior years. I hadn't felt he had the maturity and strength to manage the Literature Committee, unquestionably the most volatile and perhaps the most important of the conference committees. However, in those six weeks he had erased any doubts I had. Quietly over the year he had changed and matured, so when thrust into the fire, he proved more than capable of handling the job. It may not have been easy for him at that conference or over the following year, but he certainly earned my admiration.

After giving his report, he guided the conference through the maze of literature motions and issues. He did a masterful job. For hours he fended off bad motions and attacks and led the way to resolve conflicting views of literature matters. He proposed a motion to change the Text to bring it into line with the changes adopted in the White Booklet in 1986. Despite attempted alterations, all the committee's recommendations were adopted but one. When it came to the *It Works* issue, considerable discussion ensued before a vote was taken. A roll call vote showed only twenty votes in favor of approval; fifty were opposed. With this defeat was washed away thousands of hours of effort and money invested in the project.

Although the standing minority had succeeded in defeating this draft of *It Works*, there was still a desire to have a book on the Steps and Traditions, so discussion turned to constructive alternatives. After some time, an ad hoc committee was appointed with instructions to find a solution and report back later in the conference. The committee was weighted with members identified with the standing minority. I was more than apprehensive when the committee met the next day.

Among the literature motions from regions was one from the Southern California RSR. He proposed that the pre-1986 White Booklet be declared a historical document and printed for those who elected to use it. There was a determined struggle over this. He was speaking for a group of members in his region who strongly criticized adoption of the changes to the White Booklet at the previous conference. They felt that insufficient time had been given for this significant a change. Members not involved in reviewing the *Conference Agenda Report*, for example, were caught off guard when they heard the main readings at meetings suddenly change. They wanted the old language to be made available again as a special historical document. However when it was all over, the vote was fifty-two to four in favor of using the new version. The

conference asked those who were {405} bootlegging the older edition to cease, and to respect last year's group conscience decision.

On Thursday morning Mary B. began the day by proposing the dissolution of the International Committee. Her motion was adopted with seventy votes in favor and none opposed. Her next motion, to suggest that the WSO board create an ad hoc international advisory committee, was adopted.

Mary and I had worked together before the International Committee dissolved on a report about translations. At issue was what we had learned about how the name, Narcotics Anonymous translates into different languages. The International Committee had devoted a lot of time during the year to this discussion. Actually, the English name "Narcotics Anonymous" has a few problems of its own. The members are not "narcotics," and the fellowship described itself as appropriate for all drug addicts, regardless of the drugs they used. But the English speaking fellowship was long since accustomed to this.

In other languages, however, these problems were presenting real translation challenges. In Spanish, for example, many members were using the name "Drogadictos Anonymous." However the conference insisted on always using "narcotics" and didn't consent to the Spanish fellowship's preference. In Portuguese the word "narcotico," which has the appearance of a close translation, is understood throughout the Portuguese-speaking world to mean "sleeping." So if they used the name "Narcoticos Anonymous," it would be perceived as "sleepers anonymous," and not really convey the correct sense the name implies in English. There was a serious fight over this in Brazil. Some flexibility in translations had to exist rather than forcing use of the word "narcotics" in our name and in other situations where literal translation confused rather than clarified our philosophy, but it took another year to achieve this.

Jack B. then followed with the trustee report. They had held a meeting the night before the conference began to finalize the articles they had spent the previous year working on. Unfortunately, several articles had been adopted by a simple majority of the board, and the conference was not altogether pleased with that. After some fumbling around for the right words for a motion, the conference voted "that unless the trustees can agree by at least a two-thirds majority, articles (will) be brought to WSC before publication."

When Steve B. took to the podium that afternoon to present the convention motions, they were all adopted. They were a complicated batch of motions, but Steve did another great job at leading the conference through, and no one seemed to get lost. The last convention matter was the selection of the 1988 convention location. {406} The convention was scheduled to be on the West Coast and only two bids had been received: Northern and Southern California regions. After a fairly short presentation, the vote was conducted and the Northern California bid was adopted.

On the coattails of the convention motions, Jamie SH (London) proposed a motion that was quickly adopted: "That the Joint Administrative Committee be assigned responsibility to develop and present to WSC 1988 a proposal that outlines a cost equalization plan for participation at the WSC by conference participants." I believed Jamie was prompted to make the report by his personal knowledge of the economic hardship most non-US regions faced concerning their participation in the conference. However, the dissolution of the International Committee had lent urgency to the issue. Now there was no one to officially champion this concern, and Jamie saw to it that the matter was assigned to someone. This was the first time a motion had been given to the Joint Administrative Committee. And the motion was worded in a manner that presupposed that the conference had already approved of the concept. Some of the Joint Administrative Committee members were quite angry about this and showed their hostility. The motion and the idea behind it were to cause a lot of disharmony in the coming years.

Elections then followed, and each of the principal officers was returned to existing posts: Leah G., chairperson; Chuck L., vice-chairperson; Bob H., treasurer; Randy J., H&I; Ed D., Policy; Biff K., PI; Michael L., Literature. Elected to the WSO board were Martin C., Bob McD., and Jamie SH. New trustees were Greg P. (returning after three years off the board), Jack B. (reelected), and Mario T. (Australia), the only new member.

On the final day, the Select Committee got another work schedule, assigning them a July 1, 1988 dead-

line for completion of their work. This was followed by a report from the *It Works* ad hoc committee. Their complicated report was adopted. It provided for a twenty-four member ad hoc committee to hold input workshops around the fellowship. It called for the publication of both the old review form of the book (containing both Steps and Traditions sections), and the newer approval form (containing only Steps material), as a single document. This document would, taken as a whole, become a review form publication. The motion was adopted with fifty-two in favor and twelve opposed. We published it after the conference with a blue and white cover.

To complicate matters further, Vince D. was assigned to head the *It Works* ad hoc committee. Vince was the new vice-chairperson of the Literature Committee, and his appointment was reluctantly made by Michael, who recognized that he could not effectively do both jobs {407} himself. Vince had been on the Literature Committee for several years, but not in a leadership position. He was not methodical in his approach to committee work, and he was headstrong and quick to reach conclusions. He seemed to be easily influenced by the last person he spoke with. In a high profile task about which lots of people held strongly felt opinions, he was not the right leader.

As usual, the final minutes of the conference were devoted to the budget. Although a budget had been sent out in advance of the conference, it was now encumbered by a commitment to hold workshops on *It Works* and the Additional Needs Committee. A budget was adopted, but adhering to it would prove to be difficult.

As soon as the conference was over, the staff got right to work to put into print all of the approved literature and make changes in the handbooks or other items where changes were approved. Key to this was production of the Fourth Edition of the Text. Since the conference did not make any changes to our instructions about printing the edited version, we had the green light to print the Text as it was edited approved by the Literature Review Committee.

On the Tuesday following the conference, I began making calls to Northern California to finalize the bid they had submitted and get contracts signed for the 1988 World Convention. That was when I learned the bid had been submitted without having first priority reservation of the principal location. As it turned out, their bid was based on having it in Santa Clara at a facility where NA was given “a second option right.” This is a common practice in the convention industry whereby a facility gives options to rent the space to more than one organization for the same time periods. The first organization to press ahead forces those with higher priority to sign contracts or lose their priority hold. We sent the letter that forced the procedure into effect. However, I was told by the facility managers that the other organization had been using the facility for about ten years on the date we needed it, and they would likely move forward to exercise their option. They did. So within two weeks of the conference closing date, we had a convention scheduled for a city where we had no facilities.

The telephone wires began to heat up as we called various alternative places in the Northern California Region and worked with their committee, their regional officers, and the Convention Corporation Board. One alternative turned up. It turned out that the San Francisco convention center would be available for us on Labor Day weekend starting at 1:00 AM on Friday morning, and there were a number of hotels that were interested in working with us. We felt we needed the space starting on Wednesday, but I went to San Francisco to investigate anyway. After visiting the facilities and examining the {408} space to determine if we could make it work, I felt we could, but it was not a particularly good alternative. The hotels were not very close to the convention center, and our members would be spread out in four different hotels. Overall, it was also more expensive to the members attending than the Southern California bid.

Near the end of the month, I presented all the facts to the convention board. The Southern California Convention Committee still had rights to the facilities they had held in preparing their bid, and all of the events and hotels would be within a hundred yards of each other. The board voted to award the bid to Southern California. We learned some valuable lessons from this exercise, and the errors that caused it did not happen again.

While this was going on, we began research on what became known as the “Georgia Study.” This was the report we were directed to prepare on the impact of a possible twenty-five percent reduction in the price of the book and other literature. It took two months to complete, during which the staff collected information on actual sales income for every item so we could compare it to projected income if we did lower the prices.

We faced an even tougher problem with the Joint Administrative Committee who met at the office on the first weekend in June. There we wrestled for two days over how to accomplish all the work set out before us without enough money to pay for all of it. Among the proposals was the suggestion that the office come up with the shortage. To have the shortfall come from WSO funds would have required us to lay off about five employees and reduce our service to the committees and the fellowship at large. We would also have had to scuttle plans to open an office in New York, and since that was preparatory to our opening an office in Europe, both offices would be scuttled for the present. The Board of Directors and I were unwilling to do that. The other alternatives were to reduce some committee expenditures to leave money for others, or to make an across-the-board reduction.

In order to accommodate what was to be called “Vince’s traveling road show” on *It Works*, and some level of activity in each of the other conference committees and trustees, it was decided each of them had to accept a reduction in their budgets. Bob R., speaking for the trustees, felt they needed all the money requested in their budget, but agreed to make a reduction. The agreement was tempered by an understanding that if funds did materialize, the trustees would claim the right to use the funds originally authorized. Randy J., H&I chairperson, willingly cut his budget to the bone, as did Biff K. for the PI Committee and Ed D. from Policy. Others, too, made concessions, including Vince, who reduced the number of meetings his project would conduct and the number of people traveling to each meeting. A {409} budget compromise of sorts was eventually achieved, subject to review at the first conference workshop in Newark, New Jersey.

As the June board meeting drew near, we prepared reports on several vital issues. The board had long discussed the idea of having the Basic Text available for purchase in regular bookstores across the country. I attended a meeting of the American Booksellers Association and gathered information on how it could be done. The other issue was a comprehensive review of worldwide fellowship needs, concentrating on duties for which the office was responsible.

When the office directors met in June, they elected Jim W. as the chairperson and Donna M. as the vice-chair. Most of the meeting was devoted to routine business, but they also acted on the conference budget crisis and several other matters. After hearing my report on selling books through bookstores, the board elected to wait on this, but requested more information. I also presented a preliminary report on a possible move of the WSO when the leases on the current buildings expired at the end of the year. The board directed me to gather one or more detailed bids to buy or lease a single building of twenty thousand feet or more. Considering these and other financial matters, the board was not very supportive of taking on the burden of more direct cash support for the conference. They encouraged me to continue to hold the line against covering the growing conferences expenses.

While the board and I were discussing renewal of my contract, I was asked what I felt was appropriate in terms of a salary increase for the coming year. Since 1985, the board had raised my salary when my contract was renewed. I requested they not increase my salary but instead set aside a month’s salary to be part of my severance pay, whenever it came to pass that I left the WSO. They agreed and the matter was settled.

In my report on worldwide responsibilities, I clearly admitted we were not effectively doing our job in serving the fellowships needs in Europe. We did have a staff person assigned to international matters, but they also had other duties. The day-to-day press of work often left European matters undone. It was my recommendation that we open an office in Europe with two people. If this were done, I told the board, we would be able to truly dedicate the staff members’ time to European matters. Being in closer proximity to the people they were to work with would produce better results, better relations and better information to

the board about the real needs in Europe.

The board was concerned about finances, in light of the concurrent problem with conference budgets. However it was their conclusion that the needs of addicts in the streets of Europe were a higher priority than supporting committee meetings in the US. They {410} adopted a motion to “open an office of the WSO in Europe, contingent upon acceptance of a proposal approved at the next board meeting.” It was their intent that we open the office within six months. We published an invitation in the *Newsline* to submit applications for the position and over the next year received eighteen applications.

To move this along, they decided to send me and someone else to the European Service Conference to “sell” the Europeans on the idea. In the days following the board meeting, I was approached separately by Ginni and Steve B., who both inquired about the idea of becoming the employee I would send to Europe to open and run the office. Both knew I had told the board I wanted to avoid hiring a European member as the first employee there. After discussing this with the Executive Committee it was decided to have both accompany me on the trip to Europe.

I felt it was important to hire an American to run the European office rather than hiring a member from there. I felt we needed to have a member with eight to ten years clean time, someone with working experience at world services, and a person not easily influenced by others. Finally, I didn’t want to hire a European, just in case we later had to fire them. If we hired a senior European and then had to fire the person (as it turned out we did with the person we sent), I felt it might seriously undermine the unity that then existed. I was also concerned about the long-term recovery of any person we hired for this position. To have taken a member from Europe and promote them to this key role and then fire them (if it didn’t work out), I felt would be harder on their recovery than if the same turn of events happened to an American who could come back to a large support group of people with more time in recovery and less vested interest as a group.

Another decision by the office board was to support the ad hoc International Committee created as successor to the International Committee. Jim W., the new chairperson of the WSO board, wrote about the need to allocate staff time to prepare for the initial ad hoc meeting in his first *Fellowship Report*. Despite his positive words, the office board was less than enthusiastic about the new committee. As it came to pass, we had only one meeting, and after that we seldom found time to involve the new committee even in telephone discussions of international matters. After a period of time it was all but forgotten. Occasionally the members would ask about it but eventually that ceased too.

Those who were observant knew I had not been in support of the International Committee when it was created in 1984. Further, I hardly concealed my frustration over what I considered intervention into one of the primary duties of the office during the years the {411} committee existed. I was more than pleased when the committee was eliminated. I felt its substitute, the WSO ad hoc committee, could be reasonably effective and not get in the way of the office doing its job. Although I didn’t intentionally set out to destroy this new ad hoc committee, I didn’t give it the effort and support that could have made it successful. For my detractors who were quick to criticize my decisions, this was one time when the criticism may have been valid. But I wasn’t openly challenged when the ad hoc committee wasn’t convened again, or when it faded into oblivion.

About the time of the board meeting, I made several staff reassignments. Ginni had been working with literature development for almost five straight years and needed a break. We modified her duties to have more to do with the production side of literature activities and translations. We moved Danette over to take on the job of Literature Committee Coordinator. Cindy S., an assistant to George, was promoted as Danette’s replacement to be the PI coordinator and worked with Willie, who was still in the Los Angeles office but getting prepared to move to New York.

As a carryover from the Joint Administrative Committee meeting on the budget, the July *Fellowship Report* carried three important articles about fellowship finances. Chuck L. explained that he had authored a motion, which the conference adopted, requiring the office to cover conference expenses when they came

up short. He also decried the last minute conference decisions that included a high level of expenditures without adequate consideration of the financial impact.

The second report from the Joint Administrative Committee showed the office had, as of the date of the report (July), advanced \$51,715 to the conference, whose revenue at the same time totaled \$5,400! Alternatives advanced in this “budget crisis report” were to reduce conference activities, get the fellowship to contribute more money, or to get money from the WSO without expectation that it would be reimbursed. I believe this period of time was a turning point in the relationship between myself and Chuck and several others in world services. Leah was an assertive chairperson, and her leadership led to a reduction in expense of the committees, so that it was nearly within the boundaries of what could be expected as contributions to the conference. After Leah was out of the picture, Chuck didn’t want to abide by that practice. He wanted the office to cover conference expenses that exceeded their revenue.

The third push for money came from Michael L., as chairperson of the Literature Committee. He was clearly in trouble. He had to manage his committee’s regular work, which was extensive, but he also had to contend with the expense of the *It Works* traveling show. {412} His appeal for money was to the point: if the fellowship truly wants the projects it assigned to the committee (and projects in other committees too) then the money must be sent in.

Vince D. reluctantly reduced the *It works* meeting schedule, settling on workshops in ten cities: Seattle, Baltimore, Sydney, Montreal, Chicago, Frankfurt, Dallas, Kansas City, Miami, and San Francisco. It was an ambitious program, and certain to be expensive. He began right after the conference to arrange for each workshop. It took a lot of effort to keep up with him. He had the same tendency as Bo displayed years earlier, to work at literature responsibilities all the time, despite any personal obligations he may have had to support himself.

A fortunate change had been taking place within the H&I and PI Committees. They had been shifting their efforts from developing tools to conducting workshops at areas and regions on how to better conduct H&I or PI work. This produced a lighter strain on the conference budget for their committees.

On the other hand there was the new committee on Additional Needs. Just how expensive this committee would be depended on how adventurous they decided to be. It became my mission, and that of a few others at world services, to keep the new committee from being grandiose in deciding what it should be doing.

As the summer rolled on, one of my important tasks was working with the Select Committee. During the following four months I spent a considerable amount of time with Bob R. writing and discussing like we had in earlier years. As the new trustee chairperson, Bob had put himself back onto the committee. For about a year, I had found myself unable to spend much time with him, and our relationship had cooled. At first we renewed our old relationship and patterns of working, but in time our relationship cooled again.

At the first meeting of the Select Committee, we resurrected the earlier idea of having the *Service Manual* describe the trustees and directors as a single board with all the authority and power of the WSO Board and the Board of Trustees combined. We worked on this idea for a number of months, and we both supported it. However, by the fall I had changed my mind and was opposed to the centralization of power in the hands of one board. I felt that a balance of power was required. As difficult as it was at times to contend with differing goals between the trustees and the directors, I found those complications preferable to having no balance between the focus on the business needs of the office – the province of the directors – and the more philosophical or spiritual matters which occupied the hearts and minds of the trustees. {413}

For a while, I believe Bob also supported the single board concept. Later I thought he changed his mind about it, but I was never sure. By the time fall arrived, I recognized I was “burnt out” concerning the Select Committee, and took myself out of their work. I left George with the task of handling their meetings and getting the work done.

As midsummer approached, we published several studies we had been requested by the conference to produce. The first addressed the collective financial situations of the office and the conference. Boiled

down to its essentials, the report suggested that the unrestricted spending spree the conference had embarked on, if contributions did not match expenses, would drain the office of funds sufficiently to substantially diminish the services we could provide. A choice had to be made: rein in the conference's "spend fest" or expect fewer services from the office.

This produced a conflict that remained until long after I left the WSO in 1990, and it may still exist. One group felt that spending should be under the control of the trustees. Another group felt the Conference (principally its chairperson) should control spending. The third group, the one I counted myself in, felt the decision-making system should remain as it was. But most of us agreed the amount of money spent on committee meetings and their activities was already excessive for the amount of work they produced. Although there was a concerted effort to ask the fellowship for more money, the first two groups had no qualms about simply forcing the office to hand over its money and reduce its service to the fellowship.

This led to confrontations with Chuck L., who was taking a more assertive role in conference activities. Leah, although still the chairperson, was ill for much of that summer, and less available for our phone calls and meetings. The first big conflict was at the conference workshop held in July in Newark. We had learned from the Charlotte meeting to put the summer meeting in proximity to the standing minority, and put the fall meeting further west. So off to Newark we went. It was hot and humid, and the hotel was run down and infested with cockroaches. It was certainly the worst we ever used.

A new monster arose while we were preparing for the PI meeting in Newark. It was a complicated issue. Until earlier in that year, the Federal Communications Commission required radio and TV stations to give free PSA time to non-profit organizations. However, since the regulations changed, we learned that some stations, in order to make it lucrative to continue to air non-profit organization PSAs, were getting some advertisers to "sponsor" the PSA announcements. A few stations had thought they had a way to get a tax deduction for their advertisers who sponsored the free PSA spots. {414}

How it appeared on the air was an announcer would say, "The following public service announcement is being brought to you by the Big Pig markets" (or something like that) and then a PSA from a non-profit organization followed. We were even able to get copies of a letter from a station to an advertiser that indicated a contribution had been received on behalf of NA for airing the PSA! Unfortunately this same concept could also be applied to other situations where NA benefited from being a nonprofit organization. All of this all had to be sorted out.

Clearly we were concerned about the possible violation of Traditions, and even the appearance of an outside endorsement or contribution. Some members felt all PSAs should be withdrawn, or that committees should pay for the PSA airtime they wanted to use. I attended the PI Committee meeting when they discussed this issue. After explaining everything we knew about the FCC regulations, we volunteered to do some research and write a report about it later.

In general, the committees did well and were productive in Newark. There were really only two problems. First, the new Additional Needs Committee leadership wanted to build an empire. Rather than deciding to study what could be done in practical ways to help reach addicts with special needs, they decided to promote the creation of Additional Needs committees in areas and regions across the fellowship. Having seen the success other committees had because they had a constituency of committees to support their existence and activities, their first priority was to help form area and regional Additional Needs committees. I thought the whole thing was crazy. The committee didn't have guidelines, they had no clear understanding of their basic mission or composition, and they were trying to create a constituency of connected committees. I did everything I could to keep them focused on the fundamental organizational and investigative tasks rather than building an army.

The other problem was over budgeting. The Joint Administrative Committee meeting in June had come up with a reduced spending plan. We were to meet again in Newark to review spending. We would then decide whether to allocate more money if necessary, or perhaps even reduce spending more. Leah was unable to attend for medical reasons, and Chuck L. was in charge. As I recall, we had a head-on confronta-

tion. If a turning point had not already been reached in his attitude toward me, this was probably it. After this meeting, I believe Chuck considered me his primary enemy. For the rest of the year, and while he served as conference chairperson afterward, we were at odds most of the time, especially over budgeting, priorities for spending, and staff allocations. When we left the Newark meeting, the budgeting questions were not resolved. {415}

From Newark, Ginni, Steve, and I went to London as the first leg of our journey to the European Service Conference in Germany. In London we met with the attorney we were using in the Expotel/Cardillo matter. Expotel was determined that the Convention Corporation should pay for the loss, and we didn't want to pay for something that was not our responsibility.

We all knew their claim would rightfully be against the individual members whose money was not passed on to Expotel by Cardillo. Cardillo was the agent for the individual member, as they were the ones who had put up the money and used the rooms in the hotels. But Expotel knew it was impractical to try and sue a hundred and thirty individual Americans for three or four hundred dollars each. They correctly concluded that we probably had enough money, and our tradition of avoiding public controversy augured against us letting the matter go to trial. They also correctly concluded we would not be very inclined to have our individual members end up in court in lieu of the Convention Corporation. They were pretty sure that we would eventually agree to pay them something.

Soon after our visit they filed suit against us in the English court seeking payment of the nearly \$15,000 plus interest and their legal fees. While we were with our attorney on this trip, we set the parameters they should use for finding a negotiated settlement.

The board had been supportive of my recommendation that the European office should be in London. There were four sizable fellowships existing in Europe at the time: Ireland, Germany, France, and England. England was the largest. I felt we would have an easier time getting an office to function if the society in which the office operated also spoke English. Later, after a few years of operation, and when we had worked out a routine for managing a branch office so far away, the office could move if that were desirable.

Steve, Ginni, and I spent some time looking for potential office space in one of the communities along the transit line between Heathrow airport and London proper. We investigated costs for the basics i.e. food, clothing, furniture, equipment, office rental, housing, transportation, and a variety of other things. We needed to get a feel for this so we could develop a budget and determine what a proper wage scale should be. One day, one of their office board members took me out to the printer they were using so we could talk about possibly expanding the quantity of printing done there. It was expensive, I thought, but overall less expensive than printing in the US and then shipping to England.

After a quick trip to Dublin to meet the fellowship there, the three of us met with Jamie and traveled to the Conference in {416} Frankfurt. This was the most enjoyable visit to Germany of those I have taken. Relationships between the German leadership and myself had improved, but not quite to the point where the sense of hostility had evaporated. We were starting to work together, and with a more common view of what needed to be done. Nevertheless, I was more than a little apprehensive. I had mapped out a plan to meet separately with representatives of each country and establish an approach to addressing their specific needs. It was hopefully to be a "let's make a deal" working session with separate deals for each country. It may sound quite cold, but I felt the worst thing was to become confronted with a unified list of complaints and demands. The thing I feared the most was a demand that the WSO simply provide the money as a block grant and let them set their own priorities and strategy, and run an office themselves.

I had sold the board on the need to keep the European fellowship's literature and services under the management of the WSO. It was my task to propose and garner European support for the idea to open a branch office there during the coming spring. Jamie was not terribly keen on the idea, believing instead that the Europeans should make those kinds of decision themselves rather than the Americans making decisions for them. Despite his own reservations, I believe Jamie supported the proposal publicly so as not to be thought of as disloyal to the majority decision of the Board. But in his own quiet way, I believe he en-

couraged others with opposing views. During the conference, the idea was discussed and at one meeting that centered on the WSO, I was questioned directly by various participants. The idea received a mixed but mostly positive response. Yes, there were many questions and a lot of doubt, but there wasn't the direct opposition that I feared. On this somewhat positive note, I returned to California more determined to open the office.

The directors voted at their August board meeting to take the first step. They adopted a motion "to authorize placement of an employee in New York to handle research for possibly opening an office in Europe and other PI matters that may be appropriate." Soon afterward, Willie and I set a schedule for his move to New York.

By early August, the blue and white review form of the *It Works* material was back from the printer, and copies were mailed out to those who had ordered them. It took a few weeks, but we were stunned to discover we had made an error in what was printed. Somehow, through neglect, the version of the approval form (white covered) was not the same one that had been published earlier. Apparently we had several versions in our computer files and no one checked to make sure the one we sent to the printer was identical to {417} the one we had previously published. The mistake cost us about five thousand dollars; we had to print the book over again.

One positive result of this error was that we created a separate computer file for "final form" publications that only two people had access to. This minimized the recurrence of this problem, but the biggest instance of this type of error had been made much earlier, and was just getting ready to explode in our faces.

The trustees had a meeting in August, the first with Bob R. as chairperson. Most of the time was spent on review, revision, and voting on the position papers the trustees had worked on and published over the years. The conference had directed they be reconsidered. Two were approved by the required two-thirds vote. The first, entitled "Relationship of NA to Nar-Anon and Families Anonymous" set forth a philosophy about non-affiliation and the second, entitled "Open and Closed Meetings" provided guidance on this sometimes confusing issue. One article was tabled (Methadone Use and Medication in NA) while four did not receive the required two-thirds vote and were rejected.

Bob also presided over a lengthy discussion of how the trustees should fit in the service structure, a discussion that could serve as input to that section of the *Guide to Service*. Since there was considerable confusion about this among the trustees, he asked that each trustee write their ideas and send them in so they could be distributed and discussed at the next meetings. Bob was truly seeking to establish a clear and relatively permanent understanding of what the trustees should be doing. He had been dismayed that this important issue had not been resolved years earlier. Unfortunately, the discussion went on for the next three years, and no conclusion was reached.

A few weeks before the World Convention we shipped all the supplies and merchandise we would need to New Orleans. However, we felt the tape duplicators, computers, and some other items were too fragile to ship by commercial trucking companies. We decided to load those things into our blue van and have two employees drive across country to deliver it. Electing to exercise executive authority, I decided I would be one of the drivers. After some discussion, Trinka C. was selected as the other.

On the morning we were scheduled to leave, I experienced some back trouble. As I was bending over to wet my face for shaving, I felt a sudden excruciating pain and collapsed to the floor. My legs wouldn't work. I couldn't move them, and I laid on the floor. The pain in my back was the most awful feeling I've ever known. I called the office, and Freddy A. came over to help me get an ambulance to take me to the hospital. {418}

After some quick negotiation, Carlos, our principal shipper, arranged to take my place. Carlos has always been a favorite friend since he came to work for us, although our personal experiences were vastly different. Deep inside of us there was a lot more commonality than the surface revealed. He had never

been out of the State of California on his own, except to go to Las Vegas, so this would be a new experience for him. Besides doing their job of getting the equipment to the convention, they had a wonderful time seeing the southwest as they drove. Carlos still remembers that trip fondly.

I spent four days in traction in the hospital, and as the pain subsided, I was anxious to get out. Cat scans disclosed I had a herniated disk that was pinching on the spinal cord. But I wasn't going to let that get in the way of doing my job at the convention. It took a lot of convincing, but the doctors let me out, and after a few days I caught a plane to New Orleans. The bad disk caused numbness in my left leg and foot, and for several years I was in constant pain.

The Seventeenth World Convention assembled in New Orleans over Labor Day weekend at the Sheraton Hotel. The Marriott and La Mardian were overflow hotels, and a lot of people were using them. Most of the workshops and smaller speaker meetings were in the hotels, but the main speaker meetings each day were at the Rivergate Convention facility, a few blocks away.

Thursday evening a speaker meeting was held featuring Brother Ric G. (DC) and Leah G. (FL). On Friday, Becky M. (NV) and Dudley S. (London) shared the podium. The Saturday night speaker was Dutch H. (NJ) and on Sunday morning it was Judy G. (CA).

A Mardi Gras parade brought convention-goers to the Rivergate Center for the Saturday evening banquet and speaker meeting. Dutch H. (New Jersey) spoke to a crowd of over 4,000, followed by a Mardi Gras ball. Sydney R. (Los Angeles) was the Sunday morning spirituality speaker before several thousand members at the closing meeting.

Over 3,820 people registered, and it was estimated another six hundred attended without registering. Bill W., who had chaired the convention, did a magnificent job. Bill was among the most outstanding and memorable individuals I was to meet in my life. His approach to the principles of NA was to live them in every way, every day. He was an excellent administrator, full of good humor and infectious joy for life on the one hand, and at the same time he was stern with foolishness and dishonesty. It was an honor to work with him for the next few years while he remained on the Convention Corporation board.

Overall, the event was excellent. Although there were long lines at times for registration and the store, there were no serious {419} problems. And the convention made a profit too, a little over \$43,000 which the Convention Corporation needed to operate on for the next year. We also needed money to pay Expotel. The corporation board met briefly at the convention and discussed a compromise our attorneys had discussed with Expotel attorneys. The board voted to pay Expotel for half of the loss they suffered, but no interest. The deal was finalized over the next few weeks, and the payment was made in November.

The convention was a resounding success. This was important to us, since this was the first one we had completely managed. We were concerned that if this convention had major problems, a movement might have begun to return the convention to a temporary committee run by the host city. Although I spent nearly all my time in the convention office counting money and helping to manage the convention, I had a great number of visitors. Unfortunately I didn't make it to the convention center to see any of the speakers or even attend the banquet, but I know they were terrific.

On my desk upon my return from the convention, was the "blue line" of the Fourth Edition of the Basic Text. The "blue line" is a copy of the manuscript made by the printer and sent to us for final review.

After we review the blue line and return it, the book is then printed. I took this opportunity to send a letter to Michael L., chairperson of the Literature Committee. For some time I had been expressing to him and the directors that we should probably delay this edition and submit it to the conference for approval. Having been through the problem that came from changing the original printing of the Text in 1983, and the controversy that erupted over the White Booklet changes in 1986, I had misgivings about printing an edition of the book that the conference had not reviewed and approved. Despite the fact that the conference had voted in 1985 to have it done without further conference approval, I was reluctant to print the book without first putting my feelings on paper for the record.

I wrote that the manuscript was ready for printing. However, I continued, "I am reluctant to authorize

printing, as this edition will not have had the same conference review and approval all prior editions had.” I suggested that if he was of like mind, we could continue printing the Third Edition (Revised) and ask the conference for approval of the Fourth Edition. His response was to suggest that everyone had followed conference instructions, and there was no reason to delay. I gave the printer the signal to go ahead, and the books were printed.

During September we made a staff change that became important for several years. About eighteen months earlier I had hired a non-addict to handle our computer needs for training, purchasing, and {420} installation. As it came to pass, this person also took over our accounting and later the shipping department too. As I mentioned earlier, she had decided not to return after a maternity leave. At first I announced to the board that I wanted to hire an accountant, and the board was generally in support of that decision.

But as the month went on, I decided not to hire an accountant, but rather promote Lois G., who had been the primary accounting clerk, to have full responsibility for financial matters. I would use an outside accountant for a monthly review and reconciliation of the accounts. This saved us about forty thousand dollars over the following year, and Lois truly performed up to the level of confidence we placed in her. Over a year later, we reorganized and placed Lois under another supervisor, but the office continued to depend on Lois to record, control and disburse all WSO funds for years after I left.

At the end of September, we mailed the quarterly *Fellowship Report*. We reported that the plea for money made in the previous report had paid off, as a considerable amount of money had been received since the conference meeting, but everyone stressed that more money was needed. Chuck wrote about things he learned while attending the European Service Conference in Frankfurt. Perhaps his most telling comment was, “it became evident that our recovery literature and service tools were in many ways not as usable or relevant to non-US recovery needs. Most literature contains American colloquialisms and is reflective of US experience. The service tools in many cases cannot be used outside the US. Laws and customs in many non-US countries dictate a course of action which is, at times, contrary to the direction of the (approved) service guides and handbooks.”

In his conclusion, he wrote, “The solution doesn’t lie in changing the handbooks and altering the service guides. Those changes might adversely affect some other group. The solution may lie in the WSC’s ability to grant NA communities outside the US the ability to create their own service guides, tools, and recovery materials. While those items would have to be consistent with NA philosophy, they would naturally be culturally relevant and consistent with the accepted local customs, rules, and regulations.” I considered his comments evidence that at least one important NA leader could finally see the problems we truly faced as a worldwide fellowship.

On the first of October we mailed a report with a cover letter from Leah as conference chairperson, on the impact of the possible reduction of WSO prices by twenty-five percent. While I had initially objected to having to make this report, I came to believe it was a valuable task and was glad we had to do it. It was among the best reports produced during my tenure with the office. Whenever {421} someone wants (in the future), to suggest a price reduction, old-timers should dig out their copy of this report and pass it around. While the numbers may have changed, the fundamental issues remain the same.

The amount of money saved by a price reduction would affect the average member very little. An \$8 book would cost only \$6. While \$2 wasn’t much – it was not likely to mean starvation even for members with limited incomes – but the 250,000 copies of the book sold at \$8.00 as opposed to \$6.00 means the difference of \$500,000 in WSO operating funds. That \$500,000 goes a long way towards helping addicts find recovery in languages other than English. In some of those places, \$2 is a full day’s wage. From time to time over the intervening years, the idea of a price reduction came up, but it was never again pushed like it had been in 1987.

In a related matter, we wrote a letter to the Canadian service committees in early October suggesting we make changes in how we handled literature sales in Canada. Our cost to supply literature to the Cana-

dian members was simply too high. If a member purchased a book and sent us a check for eight dollars and eighty cents for shipping, here is what happened: It cost us \$10 (US) to cash the check (a fee charged by our bank for a foreign check), it cost us \$2.35 (US) for shipping, and the book had cost us about \$1.90 (US). Our actual expenses to fulfill that order were \$14.25 (US). The check, because of the exchange rate, was only worth \$7.04 (US) so we lost \$7.21 (US) on that order.

We proposed that we print the pamphlets and White Booklets in Canada and have each printing distributed, by the printer directly to the regional committees. To avoid individual transaction fees, the committees would hold the proceeds from each sale until we asked for the money. The shipping costs could also be reduced this way. The Basic Text was still going to be a problem, as were other inventory items such as key tags and medallions. We offered a discount to the service committees so they could better afford the expense in handling a larger role in the literature distribution system. Although there was a positive response, the program we suggested didn't work. We continued to lose money to get literature to Canadians. It took another two years to achieve a practical solution.

We were having similar problems with other non-U.S. fellowships. The license agreements we were then finalizing with the fellowships in Ireland, England, Germany, and Australia would put an end to losing so much money on sales to them. By October, we had generally acceptable drafts for the service committees in each of these countries, or so I thought. Regardless of the agreement (or lack of one), we were getting literature to the members through their service {422} committees. As it turned out, we never reached a written agreement with the Irish service committee, and the agreements we signed with the other three were never effectively implemented in the way described in the agreements themselves. But we kept negotiating and working on the assumption that a retroactive provision of the agreement would clean up whatever had transpired during the negotiations.

In a separate international matter we had been working with Bob H., the conference treasurer, Leah, and Chuck L. on the cost equalization motion the conference directed to be prepared. We spent a lot of hours on research, calculating the costs for each participant to come to the next conference from whatever large airport was nearest to the RSR of record. After lots of discussion, it seemed best to simply add the costs and suggest that each region would be assessed an equal share of the total cost for transportation, lodging and meals.

In many ways it made sense, as the RSR from Germany might have to pay \$1,800 just for airfare while the RSR from Oregon or Arizona might only have to pay \$225 to get to the conference. Our analysis showed the cost for fifty-six regions to share equally in the expense of all delegates would be \$923. However, the conference might not respond well to the idea of assessments. The draft of the plan was discussed at the International Committee meeting held at the conference workshop in Denver in October. There was general support for the plan, although some felt it would be better to spend the money on more direct efforts to carry the message to addicts rather than spending so much on business meeting participation.

Other committees also achieved considerable success at the Denver meeting. Vince and his *It Works* road show had already conducted several of the workshops and were accumulating a lot of input. He expected to have his committee work done within a few months. Michael worked as closely as Vince would allow, but Vince was in a strange frame of mind. He knew he had to work with Michael and get along with him, yet he was so caught up in the thrill of being chairperson of this particular project, it was hard for him to let others have any part of the authority and responsibility. Michael, who suffered through this episode, put on a positive face and did his best to get along with Vince. It was indeed a strange event for the chairperson of a conference committee to have a subcommittee with a larger budget than the full committee, and to have responsibility but no authority over their main project.

Both the Policy and Administrative Committees discussed the idea of having me step aside as parliamentarian at the 1988 WSC. I had served in that role for nine conferences, and increasingly there had been objection from the standing minority about my possible {423} influence on issues while acting as parliamentarian. I didn't really object, and agreed to search for a replacement, although I explained it might be

expensive to the conference to pay for that service. Early in the new year we found Don Cameron, an Assistant Dean at nearby California State University Northridge, who had the skills and was interested in serving in this capacity. After a meeting with Don and Leah we decided to hire him for the task.

Don proved to be a provident selection. He responded well to the rough and tumble at the conference, and gave strictly professional help. He was friendly, unobtrusive, helpful, and always on the mark. He remained as parliamentarian while I served at the WSO and for a number of years after I left.

In late October, Willie packed up the files, equipment (including a computer and printer) and his personal belongings and drove east, heading for New York City. He was going to use some vacation time, but we expected him to begin operating from an office in the New York area by the first of the year. He arrived there in November and set about to find an office.

In the October *Newsline* we printed the article written by the Board of Trustees on the relationship of NA to Nar-Anon and Families Anonymous. I remember the discussions in the trustee meetings that led up to its approval, and I remember losing on every point. The trustees chose to decide that any relationship with Nar-Anon or Families Anonymous was in fact a violation of the Sixth Tradition, so other than perhaps saying no relationship could exist, NA should pretend that Families Anonymous and Nar-Anon didn't exist.

It was one of the low points in my tenure as a trusted servant and friend of Narcotics Anonymous. I've always felt it was wrong and harmful to be so antagonistic to family members who are not addicts and to an organization based on the same Steps and Traditions. This is one of those differences of interpretation of the Traditions between NA and AA. On the issue of a companion organization, AA believes a relationship with Al-Anon does not violate their Sixth Tradition while the NA trustees chose to pronounce that any relationship with companion organization was a spiritual sin.

Frankly it was hard at times to understand what Nar-Anon believed and how it was different, if indeed it was, from Al-Anon. And admittedly Nar-Anon was not run particularly well as a Twelve Step fellowship. But on the individual level, for the "significant other" of the average NA member that was a moot point. To deny that a special relationship should or could exist with a fellowship for immediate family members was hard for me to swallow.

Nearly every place I went in my extensive travels around the fellowship, area committees and groups welcomed a relationship with {424} Nar-Anon. But the world-level trusted servants did not share that perspective. There was a general animosity towards Nar-Anon. Families Anonymous was so unknown that there was much less spite toward that organization.

The thrust of the antagonism toward these organizations seemed to be that a very rigid interpretation of the Sixth Tradition must prevail, even if that philosophy aided and abetted the destruction of a large number of families of NA members. I argued against this attitude every time I had the chance. Of course I knew that not every family relationship of NA members could or should have been saved. I simply felt that in the name of "spiritual" separateness, one of the few threads that *could* exist to help families of recovering addicts pull back together was irrevocably cut. I always considered this a great tragedy. But, since that was the party line, I kept my official mouth shut.

In an inconspicuous little note in the *Newsline* we announced that the Fourth Edition of the Basic Text had arrived, back orders had been mailed off, and we now had plenty in stock. It took probably ten days before we got our first phone call from a member who asked why some portions of the text had been edited out rather than simply improved for grammar and punctuation. Danette took the calls, and assured the callers they were mistaken, but she promised to check anyway. She mentioned the calls to me when they came in and suggested it was probably no big deal. Over the following several weeks more calls came in suggesting other changes had also been made.

In late October at a convention in West Virginia, a group of friends held a meeting to compare the Fourth Edition to the Third Edition (Revised). Bo S., Mac M., Dave M. and an unspecified number of oth-

ers read through both editions. They concluded that there was more than just cleanup editing done to the book, and that in fact there were philosophical changes made. These members decided to launch a campaign to have the Fourth Edition recalled, and replaced with the Third Edition. They immediately began to lobby others individually and through area and regional committees by letters and phone calls. They mailed their packet of information about changes to regions and many area committees. It seemed to be clear from their charges they had found intentional changes in philosophical emphasis. A phone call to Michael L. was reassurance enough to me that no philosophical changes had been made by the committee. Based on our strong faith in Michael and the Literature Review Committee, I and many others concluded the charges were simply a political maneuver to bash world services. It would not be the first from the standing minority. {425}

Once this organized campaign got underway, the nature of the complaining phone calls changed. We were now faced with a strong movement to terminate use of the Fourth Edition. As the campaign began to widen, many people called to ask us if in fact the Text had been altered without conference knowledge or authority. In the course of some of these calls, it became apparent that the caller had not even seen a copy of the Fourth Edition and was calling because someone else had told them to call and complain.

We began a series of phone calls to Michael, Vince and Sydney R. of the trustees to determine what had taken place. Among those phone calls, it was concluded that there might be some small error, but that it could be corrected. No one suggested there was any grave problem or that we should drop everything and pursue this.

However, there was a problem. We had already printed 30,000 copies and another 30,000 were scheduled for printing during November. This was to be followed by another 50,000 copies in February. Unless we made a decision, I explained in my conversations, we would have over 100,000 copies of the disputed Fourth Edition in circulation. Despite my concerns, no one seemed unduly upset.

Few of the phone calls and letters we received cited specific places where wording had been altered that changed the philosophical concepts. After a while, we began to receive more complaints about the propriety of publishing the Fourth Edition because the conference hadn't voted on it. As a result of being barraged by calls and letters, many of which were truly attacking and irrational, I became blinded, as did most of the leadership of the Literature Committee, trustees and the conference, to the possibility there were indeed changes that none of us realized were there. Consequently, we didn't pursue that as early as we should have.

In defense of the propriety of publishing the Fourth Edition, we quickly gathered from the minutes of the conference, *Fellowship Reports* and the *Newsline*, all of the quotes that related to the work that had been done to edit the book and publish it as the original motion intended. We distributed this report on November 23, 1987. The report was sent to the full conference mailing list and to everyone who had written or called and left their name, phone number, or address.

The report didn't have much impact on the struggle, as it soon became clear that the standing minority was pushing this as the "cause celeb." It seemed obvious that their tactic was to ignore what had taken place, including their own complicity in the procedure since the original motion had been adopted in 1985. I don't believe that at the conference in 1986 or 1987 the standing minority could have, of its own voting strength, forced the edited version to be sent out for approval. However, they didn't even try. We had included in the {426} report quotes from the conference minutes of both 1986 and 1987 when work on the editing was reported.

When the original motion was being crafted during the 1985 conference, I got the attention of the chair and said, "Mr. Chairperson, I would like to suggest that there might be something that you might really like to add to this motion. That is whatever work is produced under this instruction (to hire an editor), be returned to the Literature Review Committee for their review, consent and approval. We could not, I think, from the office, print that (the edited book) on our own without the fellowship somehow telling us after we've done the work, that this is still our book, and what you want us to print. So, you've got to make

some provision for that to occur. Otherwise, I do not believe the Board of Directors would be willing to stick their necks out to do it.”

This was followed by a brief exchange between Greg P., who was then the RSR from Georgia, and George as to what was being edited. Maggie O., the Literature Committee Chairperson, responded that the entire Text was being edited. Greg spoke up: “Mr. Chairperson, I’d like to suggest that this be referred to the fellowship.”

George: “Are you *suggesting*?” (Or making a *motion* was George’s implication.) But before Greg attempted a response, Maggie spoke up again.

Maggie O.: “Could we add to the motion? After ‘and other grammatical errors,’ . . . ‘and that the edited Text be returned to the Literature Review Committee for acceptance and approval prior to printing and distribution.’” (clapping)

George: “Do we want to send this out to the fellowship?” (No’s heard loudly, some yesses, but basically No’s heard over and over.)

Ginni S.: “We’d like to point out that this was included in one of our previous *Fellowship Reports* that we have been discussing this year.”

Maggie: “This is not an attempt, in any way, to change the content of the book. It’s merely grammatical errors.”

Bo S. (trustee): “I’d just like to pro this motion as far as it goes, and I’m sure that a good plan will be worked out – procedure – but this is definitely something that would have been done years ago, if it hadn’t gotten so out-of-hand and sticky. That was how part of our plan of action to do this, but towards the end of the effort of the Basic Text it just wasn’t possible to do this. . . I just think it also needs to be mentioned and underlined in red, main changes beyond this would trigger very different reactions. . . But I do want you to remember that I said something about the ranges of the acceleration” (clapping).

John F. (trustee) then spoke to encourage passage of the motion and the matter was voted on. By a standing vote count, forty-seven {427} voted in favor, only one voted against, and three abstained. If Bo and the rest of the standing minority felt that an editing and review by the Literature Review Committee was not adequate, this was the time to speak up, but they didn’t.

During the thirty months between that discussion and the actual printing of the Fourth Edition, eighteen notices or references to this effort were published in reports from the Literature Committee or the office in the *Newsline* and *Fellowship Reports*. Two World Service Conferences followed that were held before we went to print, and no effort was raised to have the book reviewed by the fellowship at large. Even when the fight had erupted in 1986 over changing the White Booklet, and it was discussed on the floor of the 1987 conference, no one came forward to challenge the propriety of the WSO publishing the edited version after approval was given by the Literature Review Committee.

From the beginning, I was among the most reluctant to publish the edited Text based only on Literature Review Committee authority. And of all the actions I regret from those years as the Executive Director, backing down on this issue was among the most troubling. I knew in 1985 I should have forced the board to take it to the conference to seek fellowship approval of the edits. Even though I didn’t, when we were faced in November 1987 with the angry voices to cease publication, my opinion was, “it’s too late to go back now.” We had done what we were supposed to do, and had continually made it public over the course of thirty months.

One problem in all of this was that we were all concentrating on intentional editing performed by a professional and reviewed by the Literature Review Committee. We were not thinking of errors made by the office in the production cycle of the book after the LRC signed off on the edits. If it was shown to me that we really did omit parts inappropriately, I was willing to take the heat for that. During the following months, the argument shifted from the issue of the propriety of the editing process to charges that there were inappropriate changes. I believe that the report and staunch support from the directors, trustees, and conference leadership had put to rest much of the controversy about the process. It was not until February

that enough evidence was actually put before all of us that we finally took action to compare the work, word for word. It was my mistake to have delayed so long to do that.

The line-by-line comparison of the two editions of the book turned up a horror story of mistakes and omissions. And as if that were not enough, we found a very costly production error as well. The alignment of the type on the pages was all messed up. On some pages, the text was too far to the left, on others it was too far to the {428} right. On some pages it was up too high, and on others it was simply crooked. The page numbers, which should have been lined up perfectly with one another from page to page, were moving all over the place. When the hardcover books were assembled, the pages didn't look that bad. But in the paperback books it was awful. The books were so bad we simply could not charge money for them. We had to throw them away.

The printer blamed us for not checking this more closely when they sent us the blue lines, and we blamed them for being so sloppy. The truth is we were both at fault. Neither I nor our staff had been careful enough to catch the error. Actually, we had become so accustomed to the printer doing an excellent job that we didn't look very carefully when we had the proof sheets. And their quality control must have been asleep when this particular job was approved for printing.

We demanded they print them over without cost to us. They refused. At issue were the 10,000 paperback books which cost about \$19,200 for printing and paper. We had paid for the paper separately and also paid them in advance for the printing and assembly work. Well, they really didn't want to lose us as a customer over \$15,700 they had charged to print and assemble the books. They offered to settle by splitting the difference for an entire reprinting. We agreed, and the books were printed. That meant the first paperback books really cost us about \$2.79 per copy instead of \$1.86. We still generated revenue from each one, but less than normal. To add to the pain, this caused serious delays. But more about the book fiasco later.

At their November meeting, the board adopted a staff suggestion that we print the forms from the Treasurers Handbook and sell them in packets with thirteen sets. It was common knowledge that there was poor to almost no accurate recording of group financial data on a monthly basis. We decided to recommend this packet be made available so as to begin to help the groups keep better track of their money. We also felt this would begin to prepare the fellowship for what might come in the future concerning IRS interest in NA financial activities.

Also in November, we were delighted to finally establish reliable contact with the fellowship in Brazil. There had been intermittent contact with some Brazilian members, but lack of consistency in communications left us without a clear picture of what was going on there. This new contact was with one of their members, who was obviously in a leadership role and who spoke English. We were thrilled to learn that there were about sixteen meetings, but we were also {429} saddened to find out that they refused to use the literature we had in stock that was in Portuguese.

In mid-November I drafted a letter on the Public Service Announcement (PSA) "free air time issue" for the combined signatures of Bob R. as chairperson of the trustees and Biff K. as chairperson of the PI Committee. They both reviewed it, and after a few changes, we distributed it. It addressed the issue of whether TV PSAs were really free, or were in fact a violation of the Seventh Tradition. We explained there were two ways to look at the duty implied by our primary purpose stated in the Fifth Tradition, "to carry the message to the addict who still suffers," and the Eleventh Tradition's statement about "our public relations policy," all of which must exist within the parameters of non-affiliation and self-support spelled out in the Sixth and Seventh Traditions. In the strict sense only one addict sharing with another in person, could safely avoid any conflict with the Sixth and Seventh Traditions. However that was not realistic, so some prudent judgment needed to apply to how far from personal one-on-one sharing was permissible.

The bulk of the letter was a lot of tap dancing to get to the point that when, or if it is the case that someone else pays for the cost of NA PSAs to be broadcast on radio or TV, it was not NA who was getting the direct benefit. The general public was the beneficiary, not NA. We were giving the tapes to the sta-

tions free, and if they credited someone else for paying to have them aired, it should cast no reflection on NA. The advertiser was giving a subsidy to the public not NA. Hence there was no violation of the Sixth and Seventh Tradition. It was a carefully written essay that seemed to quiet the waters, and the issue did not come up again. And at last look, the PSA's were still being shown on TV.

On a Wednesday afternoon in early December, I boarded a plane and flew to Tokyo, Japan. The fellowship there had invited someone from world services to attend a PI workshop they were putting on for professionals who worked with addicts in Tokyo. They expected a good turnout from the social work, legal, and other professions. It had been decided that I should go so I could also work on translation, printing and general literature sales issues with the membership there.

The members treated me with affection and respect and a special appreciation for coming to their meeting. During my short stay I met with most of the Tokyo membership and attended three recovery meetings. The PI workshop was a great success! Fortunately they provided translators, both Roy A., who had been to the conference to translate for the RSR and Sister Turico, a Nun working with the only {430} drug treatment effort known to exist in Japan. Both did an excellent job. On my return flight I wrote a seven-page report about the trip for the trustees, directors, and conference leadership.

This trip was further confirmation of our worries about translations. The Japanese society is mostly of the Shinto or Buddhist religions. These religions do not have the "heaven or hell" and "one true God" concepts that the Judeo-Christian religions are based on, and there happens to be no directly translatable word for "higher power," a term used extensively in NA. Consequently when they read the Steps, they insert the English words, "higher power" in the appropriate place while otherwise reading in Japanese. It also means they have to embark with every newcomer on an explanation about what this English term means. It is a difficult situation, and they lost many newcomers because they often assumed NA was a religious organization. During the following years I was to explain this situation over and over again when talking about translations.

I sent another report at the end of the month to the board, complete with about sixty-five pages of attachments. Included was a list of motions that had been received from regions for inclusion in the *Agenda Report*. As I explained, several of the motions were thinly veiled attacks on the WSO and should receive some response from the office. The office budget for 1988 was also sent about this same time, and so was a preliminary report on the 1987 fiscal year. We had operated on a budget that had income of \$2,668,389 and expenses of \$2,526,946.

The final *Newsline* for the year contained the usual communications, but also included a summary report on the status of fellowships outside the US. Thirty-eight nations were mentioned. Of particular importance were Brazil, India, and Japan. The Brazilians were using the name Toxicomanos Anonimos, and wanted NA consent to do so rather than changing to NA. From India we continued to get correspondence and requests for literature. Letters had been coming from India as far back as the late 1970's when meetings first started there. However, until about 1984 communications were infrequent and inconsistent. Then we began to receive regular letters from two people who kept meetings going in different cities. We also outlined the major difficulties the fellowship in Japan was facing.

January began with the great news that Willie had reached an agreement on an office in the New York City area. We had discussed it at length, and although it was in New Jersey rather than in New York, I was happy with his decision. I had been discussing this with Jim, the Chairperson of the Board of Directors, Kim J. (who was living in New York City and still had considerable influence in PI matters), and Leah. Although we all felt that having the office in the City {431} itself would have been better, I showed them that the expense of having the office in New York City would be a lot more than we could afford. As a cheaper alternative, they were amenable to New Jersey, but not happy about it. Willie sent me the contract; I suggested a few changes by phone with the owners, and then signed the agreement for a twelve-month lease. Willie moved in immediately and began work. Although we talked every few days, Willie proved to

be good at getting things done on his own and I trusted his judgment.

When the Joint Administrative Committee met in January to compile the *Agenda Report*, the conference budget was once again a major item of discussion. We seemed no closer to consensus on how to devise a practical spending plan or even how to establish a priority system to help in the development of budgets. The JAC proposed several motions. One would allow the WSO to update information contained in adopted publications as that information changed (for example, statistics such as how many meetings we had, etc.). A proposal to create the position of second vice-chairperson of the conference was adopted. They also decided to publish the draft cost equalization policy, but not to offer it as a motion. There was still substantial disagreement over it, and many were concerned that by delaying the proposing of a motion, the idea might fade away. Even though the plan was workable, most of us felt it was not likely to be adopted.

The Policy Committee had prepared revisions to several paragraphs in the *Temporary Working Guide*. However their most controversial motion was one that again would have stripped the voting rights at the conference from everyone but RSR's. That the motion actually came out of the committee was a testament to the energy and work the standing minority had put into the Policy Committee.

Michael's Literature Committee submitted three pamphlets for approval and two revised pamphlets. Additionally, they proposed a comprehensive revision to their guidelines, and their handbook was to be changed to reflect the guideline revision. The *It Works* ad hoc committee had even decided to propose their committee be dissolved. They felt (thankfully) that they had gathered enough input for the publication to be written.

Conversely, the Additional Needs Committee asked to be continued another year and outlined a six point program for their activities. Although I did my best to lobby for termination of the committee, I lost. Their six-point program was essentially to become a permanent fixture of conference bureaucracy. I felt it was, in essence, trying to serve the same dual role for those with special needs as the International Committee had proven it could not do for those outside the US. There was a striking parallel between these two efforts. {432}

The WSO proposed a revision of the language in the *Temporary Working Guide* that described the WSO, its organization and purpose. We had refrained from making this change for several years since we were trying to save such changes for the *Guide to Service*. But as it finally seemed to us that the *Guide* might never get done, we decided to go ahead. It was simply to delete an incorrect and misleading description of the office and how it was organized and insert into the *Temporary Working Guide* an accurate description of what the WSO does. It was a well-devised description.

As usual, the Convention Corporation proposed revisions to the convention guidelines. All but one of these were minor: a small change to the map, minor word changes, and some language preparing the conference to vote on the site for WCNA19 to be held in 1989. But there was a clarification of the statement about special interest meetings at conventions. When the guidelines had first been written, a divisive argument arose over special interest meetings. Some felt that special interest meetings, such as recovery meetings for women or gays or blacks or bikers or teenage addicts, should be permitted. Across the fellowship there were such events at many conventions. However, the majority of the committee was opposed to such meetings, and there was conflict over their desire to include a statement in the guidelines that recommended against them.

The issue was eventually taken to the trustees, who worked on it from time to time for two years. For some time John F. (trustee) was the primary advocate for including words to the effect that special interest meetings should be permitted. Stu T., who had been on the convention board since its inception, was strongly opposed. It had taken four years, but a revision to the language was finally written. It took the middle ground, suggesting conventions were the place for people to celebrate recovery of all addicts rather than spotlight differences by giving labels to meetings.

Another issue that I had brought up in discussions, mostly with the trustees, was about segregation

within the fellowship. There wasn't an intentional practice of racial segregation, but there were very few minority members in meetings. There were a few minority meetings in large cities, but overall, they were under represented. It was my opinion that world services had an obligation to establish programs to bring more people of color into the fellowship. Furthermore, an effort should be made to integrate the meetings rather than just letting them develop into segregated meetings. Waiting until it just happened, I argued, was going to be divisive. The discussion was always shoved aside as an outside issue, so nothing got done.

And as the years passed, addicts of differing racial minorities began to come to meetings in growing numbers. Yes, some did feel {433} comfortable in integrated meetings, but many did not. In time, inner city meetings took on the general pattern of racial segregation across the country. There were black or Hispanic meetings in some areas, a few addicts who attended any meeting, but most minority meetings and minority members were concentrated and separate. In time, even service committees formed that were predominantly one racial group or another, and the prejudice that should not exist in NA took root.

At the office board meeting in January, the major topics were the Fourth Edition and the budget and motions for the *Agenda Report*. We reported to the board that 113,945 Texts had been produced as of the first of January, and that 50,000 more were expected to be printed in mid-February. To replace these with another edition of the book would not be financially possible. The board instructed us to continue our investigation and keep them informed.

The January *Fellowship Report* was a bit more subdued than might have been expected, and reflected a lull in the battle over the Fourth Edition. Michael reported his committee had considered complaints about it at their December meeting and had voted six in favor and eight opposed (so the motion failed) on a proposal to request that the WSO cease distribution of the Fourth Edition and distribute the Third Edition (Revised). It seems that many callers were less emotional about the revision since the lengthy special report had been published. There were still complaints, but they now seemed directed more to the content than the procedure that brought us the Fourth Edition.

Vince reported the last *It Works* workshops (Miami, Chicago, and San Francisco) were being held in January, and after that all the formal input would be in. Individuals were still encouraged to offer their own written input, so more of that nature might follow. Billy Z., chairperson of the Additional Needs Committee, presented a lengthy report outlining everything the committee had accomplished or discussed during the year. His report ends with the recommendation that the committee be continued so more work could be done.

Jim W. addressed a number of items in his office report, but his major emphasis was on explaining the delays in distribution of the Text, and on the board's investigations into making the Text available through commercial bookstores. In that regard, we had reserved a booth at the American Booksellers Association Convention in May, at which time we expected to take orders from book buyers for copies of the Text. Unfortunately we later withdrew our booth reservation and never offered our books for sale through commercial booksellers. The problematic issue continued to be that we would have to offer bookstore {434} buyers a forty-five percent discount and a full return credit policy if the book didn't sell.

Perhaps the most important part of the *Fellowship Report* was the draft of the Policy Committee's *Procedures Used When the Conference is Meeting*. The committee had worked on these procedures for almost two years, and had produced a practical tool. The matter was then to get it adopted (without spending a day or two at the conference amending it) and then to follow it properly.

While producing the January printing of the Text, Arcata Graphics had several problems. First, they didn't reserve time for our book in their monthly print schedule, and second, the subcontractor supplying the dust cover sent a whole shipment of inferior work. They sent us samples of the cover material, as usual, and upon inspection we decided the covers were unacceptable. These problems caused a three-week delay in shipment of that printing. To make matters even worse, a dispute arose over the quantity of paper we had in stock and how many books that would make. They gave us one figure when the printing was

complete, but several weeks later when they conducted their inventory, they gave us a number that was about 4,000 less than that earlier number.

And, as if we didn't have enough problems with the Fourth Edition, when the January printing was done they had let two paragraphs simply "fall on the floor" from the paste-up material, leaving a blank at the bottom of page 187. We didn't discover this until after the books had been printed and distributed. Someone who had received a copy and was familiar with the book called and alerted us to the problem. We immediately printed gummed patches to fill in the blank space and pasted them in the books we had on hand. In the last week of March we sent these patches to all purchasers of the defective books.

We were very upset about each of these problems, especially the possibility that 4,000 books had been printed and then stolen from their warehouse or that they had lost some of the paper we owned. They assured me that such things were impossible and there was simply a minor confusion within their staff on the "paper to book" calculation process. We were never truly satisfied with their resolution of this matter, and we began to discuss looking for a different printer.

I was on a trip to Australia and New Zealand in February when we finally received the paperback editions of the Basic Text. They had been a long time in getting done, but they were great. At last we could put aside the conflict with the H&I Committee and they could take the Text into prisons where hardcover books are not permitted. We published notice of their arrival in the *Newsline*. In the same {435} *Newsline* we also reproduced Issue Two of the recently published *European Newsline*. For some time we had encouraged them to begin working on their own newsletter. Although we were not then prepared to take on the task of publishing (gathering input, editing and publishing) a European version of our *Newsline*, we wanted them to start. We intended, however, to begin publishing a European version of the *Newsline* after we opened an office there.

In late January, Anthony E. and his family arrived from Washington DC, and Anthony took up his post as H&I coordinator. In a short time he not only acclimated himself to an aggressive work routine, but he changed the atmosphere in the whole office. His friendly and dynamic personality seemed to rekindle everyone's enthusiasm about their own work. Although it was not in his job description, and he had resigned from the Convention Corporation Board, he and I decided he would become involved in convention management as a staff member. Since Southern California had been selected as the 1988 convention site, Stu and I had alternated going to the host committee meetings. We added Anthony to the team, and I quickly became confident we would have few if any problems with conventions in the future. Throughout the year I worked closely with Anthony on convention matters, but it was hard to conceal my glee at having such a dynamic and talented convention manager on the staff.

The visit to New Zealand and Australia was a pleasant trip for several reasons. The membership in both places went out of their way to be helpful and considerate as we discussed the business I went there to accomplish. Settling literature matters, primarily through a license agreement, and getting some help for their service office were the primary objectives. Both discussions went well, but quite honestly, the agreement never really got finished or worked as we agreed it would. I also met with Australian convention host committee and Sydney convention officials to review their plan to host the 1991 World Convention. Since the Pacific zone was scheduled to host the event, and only New Zealand and Australia had service committees, it was clearly going to be held in one country or the other.

They had already decided to offer Sydney as the site. The facility they wanted to use, a new municipal convention center, was still in an early stage of construction. Our convention would be one of the first to be held in the facility. I was not encouraged by this as Sydney was recognized as a "union city," and a few labor stoppages might endanger completion of the center in time for our event. I had the host committee work out alternative sites in the event construction halted along the way. While in Australia, I took five days as a vacation and relaxed a little. I had discussed this with the board and obtained their consent before scheduling this into the trip. It was one of only two {436} times I asked the board for vacation time while

on a trip for the fellowship.

Upon my return from Australia, Danette came to my office one day and, after a friendly and mundane conversation, announced that she had decided to quit. She expressed her satisfaction with the things she had accomplished over the years, but felt it was time to move on to other pursuits. I expressed my regret at her decision, but we set a date for her departure. Despite any problems that had existed between us, and there had been some, Danette had been a productive worker. She had accomplished every task I assigned her and was loyal to the fellowship in every respect. Her departure was to be several months after the conference was over but we began an immediate search for her replacement.

When the board met in March, among other reports, I gave them as much information as we knew about the omissions of text in the Fourth Edition. At that time, we had confirmed only two places where omissions had been alleged. The board discussed and adopted a policy that would probably prevent such errors again.

On a separate publications matter, the board elected to support a decision I had made concerning an offer made by Bo S. to sell us a collection of works he had been developing on the history of NA. I had suggested that for the office to purchase such materials from a member, we would need to confer with the Literature Committee. On the recommendation of the Literature Committee, we declined to purchase the material.

The work initiated in the summer of 1987, to use someone to help compose the Traditions portion of *It Works*, was finally winding up. The contractor had conducted a number of interviews with trusted servants about Traditions. The trustees had also contributed some material. The writer's contract required him to complete one rewrite of his drafts. By January all of his drafts had been reviewed by the trustees, and their comments returned to the contractor. In early March his final rewrites were received and his part was over. But it had finally been concluded that the work could not be published without extensive work by a committee, so the material was simply put on the shelf to be completed later.

During February and March, the usual meetings were held across parts of the fellowship to review the *Conference Agenda Report*. The hottest issue was the Policy Committee motion to remove voting rights for anyone but the RSR's. The trustees were particularly disturbed about this, and sent to the fellowship a special letter encouraging a rejection of the proposal. While this was an unusual event i.e. the trustees lobbying the fellowship through a wide mailing, I believed it was the right thing to do. They were much criticized for this, {437} but Bob R., who took a leadership role in the matter, was truly reflecting the majority opinion of the fellowship and most of those involved in world services.

As March began, and the New Jersey office had been in operation for two months, I endeavored to provide the board with a detailed report on Willie's activities. I reported on the success he had been having making contacts within the United Nations (UN) and the World Health Organization (WHO). Despite our preconceptions about how easy it was going to be to benefit from UN access, he had discovered it was a complex and diverse bureaucracy. The UN was a conglomerate of independent agencies, and getting access to one agency was only of mild importance when it came to approaching another UN agency. Although Willie spent considerable time with various UN agencies, he learned it was going to take several years to make significant inroads.

At first, it seemed to be different with the WHO. The administrators and members of WHO committees interested in addiction recovery were quick to respond to Willie's initiative. After making contact with the right person in WHO, he was invited to come to Geneva, Switzerland, where their headquarters were, and meet with their key administrators. This was arranged for later in the year, and both Willie and Jim W. went. We were to learn later that the WHO also had a fragmented structure, and that a comprehensive worldwide approach from NA was going to take years and considerable sophisticated effort to produce anything of value.

Willie soon discovered that a separate organization known as the Non-Governmental Organizations (association) or NGO was of particular importance to us and the future of NA around the world. The NGO

and the WHO quickly became the center of Willie's attention. The NGO sponsored conferences and similar regional or worldwide efforts that were of particular interest. After making ourselves known to the NGO committee on addiction, an invitation was extended to NA to send representatives to their world conferences and to submit papers (reports on our organization and its effectiveness, structure and activities) at their future meetings. This we readily decided to pursue.

Since we had invited applications for manager of the European branch office six months earlier, I had been at a loss about what to do. Each of the applicants, although bringing some talents and experience to the job, was not exactly what I felt we needed. I had eventually decided to reject all the applications, even close friends I had worked with, such as Ginni, Jamie SH, Steve B., Mary B., and David T. It was a hard decision, but essential. While I had been searching for an alternative, Jim announced he intended to serve only {438} one term as chairperson. This actually opened the door, in my thinking, to the possibility of hiring him as the European Service Office (ESO) manager.

After a few weeks, I broached the subject with him during a phone call. I suggested he had all the skills and abilities I felt we needed. Especially since he had been the chairperson of the board during the time the project had come towards fruition. No one, I told him, knew as much about what we needed and how important it was that the person we sent needed to succeed. He agreed to consider it. After several weeks and more discussion, he agreed to take the position. I explained I wanted to wait until after the conference to make the announcement. We began salary discussions, and I confided in Donna about my decision. She was positive about the choice, and continued to be supportive when other candidates began to complain.

Another important change was made about this time in the ranks of world-level trusted servants. Leah, who had been conference chairperson for twenty-two months, in separate phone conversations to Chuck, Bob H., Bob R., George, myself, and others, announced she was resigning as chairperson. She had held on as long as possible, but other things in her life had to take precedence. It was a great loss. Leah had been a rock-solid team member when the going was easy, not to mention when it was rough and filled with confrontation. Her understanding of the principles by which NA should operate was clear, and she expressed them vibrantly. Leah was one of the few I've met who always said exactly what she thought, and always meant what she said.

Chuck took over immediately, and for a while we got along at least on the surface. Only after the conference was over did we begin to have open conflicts, not terrible ones, mostly about little things. For the first time in five years, I had to actively court the opinion and support of the conference chairperson rather than be confident that support was always there.

The controversy that continued to rage over the publication of the Fourth Edition received a lot of my personal attention, as it did of the staff and Michael. In the last *Fellowship Report* before the conference, Michael wrote an extensive report on the process the editing of the Fourth Edition had been through. It was another logical, well organized, and detailed report. I believed it had a lot of influence on average members who might have been concerned. He pointed out that considerable care had been exercised in the process to make sure that the intent of the original motion was fully followed. He also gave insight into the extensive effort that had been exerted to review the editing before it was approved for publication. Unfortunately, his report was written before the full extent of the omissions was known. {439} The detailed word-for-word reading was begun about the time the *Fellowship Report* was actually mailed.

During March, George headed a team that visited Campinas, a city near Sao Paulo, Brazil. He was accompanied by Bill W. from the Convention Corporation (who traveled to Brazil regularly on business) and Chris C. from Florida. They worked with the NA fellowship there and tried to help resolve their conflict with the Toxicomanos Anonimos organization that had also started. The TA folks were also using our literature, but without permission.

In late March, I assigned a team of staff to work under Ginni to make a detailed comparison of the

Third Edition (Revised), the material given to the editor for her to work from, and the final language printed in the Fourth Edition. It was soon clear there was some truth to the accusations about omissions. For more than a week these teams carefully compared the material, word for word. Periodically Ginni would report to me what they found and revealed the extent and details of the omissions. I was horrified.

We had been doing relatively well with our overall publishing responsibilities for years, but the extent of this calamity was staggering. It was really hard to comprehend how this had happened. As each day brought word of more omissions, my heart sank deeper and deeper. I kept asking myself, "How could I have let this happen? What am I going to say to the fellowship?"

What we discovered, and what I later reported to the Board of Directors and the conference, was that the omissions had occurred when the Text was typed into our computer following the 1985 conference. Unfortunately, we didn't immediately proofread the typing when it was done. We didn't make a conscious decision not to proofread it; rather it happened by a lack of follow through. When the typing was finally completed, we were still searching for an editor. When the editor was finally selected, and materials prepared to be sent to her, it apparently did not dawn on me or anyone else that the typing had not been proofread. The manuscript was printed out and sent to the editor and the Literature Review Committee so they could check and concur on the editing. Since I was the chief executive of the office staff, ultimately it was my responsibility for not having done the proofreading when the typing was completed. Consequently I take full responsibility for the omissions.

It would have been nice if the Literature Review Committee had found the omissions, but their review of the editing was done by comparing the unedited manuscripts we provided them against the edited manuscripts we received back from the writer. Had we thought ahead and used a published copy of the book instead of our transcript, {440} we would have effectively been reviewing our work and the editor's at one time. The fact that our typist had inadvertently omitted small portions of the text in twenty-five places was not discovered by the editor or the Literature Review Committee. When those omissions were later found by members performing the review against the actual book, they assumed, quite reasonably, that these omissions were made by the writer and approved by the LRC.

On the weekend of Saturday, April 9, Michael and Vince were visiting the office to prepare for the conference. Only a few of the omissions had been discovered by that time. On the following day, Michael and Danette informed me that more omissions had been found. I decided at that time not to communicate the details to the board until the proofreading was complete. The following Saturday the last comparisons were finished. I prepared a letter for the board that included photocopies of each page from the Third Edition (revised) where the omissions came from and the corresponding pages from the Fourth Edition. The missing language was highlighted. This letter was the basis for my report on this to the conference. On Sunday I called Bob R. and Leah to tell them the bad news, and on Monday I visited with Jim and Michael in San Francisco.

While we were preparing for the conference, the number of discussions about fixing blame for the Fourth Edition fiasco escalated and centered on only a few people. While the standing opposition had a pretty good idea who in the staff had been involved, and wanted to see heads roll, they mostly wanted mine. Some wanted to blame Ginni, who had been the literature coordinator at the time, but that would not have been appropriate. Ginni was our most competent employee, and had I not changed the work assignments of her staff, she would have undoubtedly had the proofreading done as soon as the typing was complete. That the proofreading had been set aside when the typing was first done was unfortunate. But there was no doubt that the mistake and responsibility for it was ultimately mine and mine alone. Subordinate staff can and should be given authority and responsibility for many things, but the Executive Director retains ultimate *accountability for everything*.

I was the one who was going to stand before the conference and explain the mistake, and I was going to take the blame for it, even if others had done it and I had no knowledge of it. If the conference or the fellowship wanted someone's head, then it was to be mine. Ginni, however, was not altogether insensitive

to me taking all the heat. I believe she felt that her way to atone, for the mistake having taken place within her staff, was to submit her resignation. I was not pleased with her offer to resign and didn't want her to leave, so I rejected her offer. During the month before the conference, we talked {441} about it at length and I finally acquiesced and accepted her resignation. We set a date of May fifteenth, and decided I would announce it to the board at an appropriate time. However, announcing it before the conference was not my preference, as it would certainly look like she was being forced out as a discipline over the omissions mistake.

In the days leading up to the conference, Jim, Donna, and I discussed the Fourth Edition matter at considerable length. I had no doubt that Jim was particularly anxious to avoid being the sole target, but was uncomfortable in trying to shift the blame on to me. I believe he felt the conference would exonerate me, but punish him.

This led to one of the most distressing events during my service to NA. As we discussed the matter on Wednesday before the conference began, they broached the idea of having me fire Ginni, because she had been the staff person working on the project. As politely as I could, I expressed my refusal to fire her over the matter, and especially so close to the conference. I explained that Ginni had submitted her resignation, giving me thirty days' notice, and I had reluctantly accepted. I saw no need to embarrass her or make her out to be the scapegoat. The discussion took several hours.

We met again at length on Thursday, and once more they pressed the matter. Again I refused. But overnight they had apparently discussed this even more, and when we reached the impasse again, Jim resorted to his only trump card. He ordered that I fire her. I was angry at them both but the order was not truly unexpected. I told them I would do it, but it was wrong and I would not do it until the next day.

On Friday, Ginni and I met and went over the whole scenario. She was very hurt. She felt she had given the fellowship more than three years of diligent service as an employee, had worked hard and sacrificed too much to be treated in this manner. And she was right. This was unfair and unreasonable. It was hard for me to forgive Jim and Donna for this needless act of vengeance. My anger and frustration notwithstanding, we continued to work together throughout the conference and thereafter. I didn't even let this get in the way of subsequently working with Donna as my boss (she succeeded Jim as WSO chairperson) or with going ahead and hiring Jim as the employee to run the ESO.

As for Ginni, I continue to regret the indignity she suffered and my inability to have prevented it. She was an excellent worker, dedicated to NA and to making it more successful, so that every addict who came through the doors to a meeting had a chance to make it. She was responsible for many of the substantial improvements in the content of literature during her three years as an employee and two years as a volunteer with the Literature Committee. Under her {442} guidance, the appearance of our literature took on a more professional look and the content was always correct. Ginni was a perfectionist in many ways, and carried the burden of getting literature conferences, workshops, and meetings completed in a way that produced good literature rather than junk. {443}

Chapter Eighteen (1988-1989)

An Exciting Year

Each year I worked for the fellowship proved to be more fulfilling than the one before it. As the years passed, we found and hired more talented people and we were better organized. Although the last year had proved that we could still make significant mistakes, we were determined not to let them occur again. This next twelvemonth period proved to be fulfilling and exciting. NA was truly on the move. The Conference came off well, the trustees began to get organized and show signs of becoming productive, the New Jersey office was running well, and we prepared to open a branch office in London. To have moved from a two-person office in 1983, to having over forty employees and two branch offices within five years or so, was exciting. All of us were looking forward to a wonderful year.

Chuck called the 1988 conference to order a little after 9:00 AM on Monday, April twenty-fifth. Fifty-six regions answered the first roll call and two more regions were added soon after. There were eighteen other votes among the trustees, conference committees and officers for a total of seventy-four voting participants. The RSR's had more than a clear two-thirds majority of the vote. The conference buzzed with the usual whispers and intrigue as new RSR's and old-timers got acquainted and the standing opposition tried to work their own miracles.

The morning agenda was devoted to an open forum session. After about an hour, I asked to be recognized and then to have my written report distributed. Most of the speakers had been talking about the Fourth Edition issue, and I felt my annual report might begin to answer many of the questions being raised. I hoped that by providing the details about the omissions, we could answer many of the questions and free up the conference to focus on a solution and move on to other important matters. This was quickly done. The rest of the day was then devoted to the forum, followed that evening by committee meetings.

On Tuesday, Administrative Committee reports were given along with action on motions the Joint Administrative Committee had {445} proposed. I was acting as parliamentarian until my replacement arrived, but things went quite well. The motion to allow statistical updates and publication of treasurer workbooks were adopted. After lunch Don Cameron, our new parliamentarian, arrived and took over. Don was immediately put to the test, as motions with little real value but laden with procedural mischief were thrust forward one after another. Finally a motion of substance was proposed: to "approve in principle the JAC draft cost equalization policy and urge the JAC to continue the project . . . on a time scale that allows for adoption at WSC '89." It was adopted, much to the dismay of the Administrative Committee.

Late in the afternoon, Jim gave his report as chairperson of the office Board of Directors. I then gave my report and answered questions. My report was another massive piece of work. Among the various details presented, we reported there were 470 area committees we knew of, and that ten years earlier, there were not even that many NA meetings. Considerable attention was given to the non-US fellowships and their problems. I made sure the conference was aware of the complexity we faced when dealing with their needs. I reported 273,659 copies of the Text were sold during the year, bringing the total sold since 1983 to 744,922. About meeting numbers, we reported there were 2,341 new meetings in the US we were aware of, which if added to the previous year total, would then have reflected 10,052 meetings. The total of non-US meetings was 1,030. A worldwide meeting total was then 11,082. However, I emphasized that this was considerably inaccurate, as we were not getting enough up-to-date information from groups and area committees. The numbers were reasonable "ball park" figures, but they were very likely less than the number of meetings that actually existed.

Much of my report and the subsequent period of questions were devoted to the Fourth Edition omissions. I explained what had happened and took full responsibility for the error. I made it clear that I was

the one in charge and no one else should be blamed. I was not terribly surprised when the conference majority was quick to seek solutions rather than continuing to berate WSO or to pursue the conspiracy theory, fearing we had been part of some large and secret plot to change the words in the Text.

Although Michael and Vince later gave detailed reports about literature and the *It Works* ad hoc committee, I also gave a review of our support for their activities, which had been substantial. In my comments about the *NA Way Magazine*, I reported success with each issue and with rising subscription rates, but that we lost money again. We were delighted to have available for the conference the first phoneline directory.

We were glad the phoneline directory would {446} replace the *World Directory* of meetings. I raised again the dilemma I believed we were then facing of having a bigger shopping list of things we wanted World Services to do than we could support with existing resources. I urged the conference to consider giving thought to creating a master plan for world services and establishing a priority list for the use of our resources. My report ended with photocopies of the pages from the Third Edition and the Fourth Edition showing each of the specific omissions that had occurred.

We recessed for dinner, after which I responded to questions about my report. After a few hours, motions pertaining to the office were considered. The first adopted was the new description of the WSO in the *Temporary Working Guide*. The vote was sixty-four in favor of the change and six opposed. A motion was proposed and adopted to direct that we publish a phoneline directory, and a motion to require us to publish a directory of meetings was defeated. After four hours we adjourned for the day.

Wednesday morning began with the adoption of a motion to authorize the creation of a second vice-chairperson. Michael's Literature Committee report followed. They offered for approval *Staying Clean On The Outside, Hey! What's the Basket For?, Am I An Addict? (Revised)*, and *The Group (Revised)*, which were all adopted with near unanimous votes. However, the procedural gymnastics that the conference went through in adopting the motions consumed nearly two hours. Much of the controversy was resolved when publication of the revised items was made conditional upon depletion of the stock of the existing edition. This was supported by the office as a way of not wasting the old pamphlets or getting stuck with the idea of people returning them to the office for credit or revised editions. The vote to approve the new *Working Step Four in Narcotics Anonymous* was seventy-two in favor and two opposed. The Literature Committee's new guidelines were approved after another bout of parliamentary gymnastics.

The next issue was resolution of the Fourth Edition fiasco. Chuck wisely ordered a committee of the whole discussion, during which everyone who had their own solution was given an opportunity to present it. All the choices were put on a list that was kept on the overhead projector for all to see. When all the talking was over, this motion was adopted: "To insert the twenty-five omissions (plus two more that were discovered) into the Basic Text, Fourth Edition, on a time and production schedule not to exceed four months. The Fourth Edition, with current errors, will continue to be sold as conference approved literature until such time as the corrected Fifth Edition is ready. An error sheet (giving details of all omitted language) would {447} be available (from the WSO) upon request (and without cost to the requester)."

As a demonstration that the majority of the conference was really tired of the continual fighting over the Basic Text, a motion was soon adopted to add this declaration, "That the Basic Text, Fifth Edition is not eligible for revision for five (5) years from this conference." As a safeguard against mistakes in the Fifth Edition, a "proofreading" committee was to be appointed by Michael and charged with the duty of making sure no mistakes would be found in it. The standing minority was not altogether silent during this process. They did their best to sidetrack the consensus and to get the Third Edition resurrected as the approved edition of the Text.

Chuck did a masterful job in getting this accomplished. It was done in less than an hour and a half. It was his finest hour as chairperson of the conference. Credit needed also to be awarded to Michael and Vince. They, like the rest, were appalled at the office's mistakes, and aggravated that it had taken place while they were on the Literature Review Committee. Nevertheless, throughout the entire crisis, both were levelheaded and exhibited superior leadership skills.

I had been on the verge of tears since learning the full extent of the omissions ten days before. I maintained my courage as best I could, hoping to be strong enough to endure the week without breaking down. The action of the conference was more relief than I could have expected. While fearful that the conference might take the opportunity to reduce the office to a pile of rubble or fire me (an option not without merit at the time), the conference didn't. They looked for positive solutions and chose not to tear down the office despite the enormity of the mistake. Several days after the conference was over, I had a good long cry.

Following all the literature actions, the Policy Committee chairperson Ed D. came forward to shepherd through changes to the *Working Guide* the committee devised. A description of the Joint Administrative Committee had been added, along with precise wording to describe the Administrative Committee, and language pertaining to the *Agenda Report* and *Fellowship Reports*. As usual when the Policy Committee issues were under debate, the perennial motion to remove the voting power of anyone but RSR's was put forward. The motion failed again, this time with twenty-seven voting to approve the idea and forty voting against (nine opted to abstain; mostly trustees).

As the evening wore on, Biff stood at the podium to present the Public Information Committee report and proposals. One after another the committee's proposals were adopted, while proposed amendments were cast aside. Finally, near midnight, H&I Chairperson Randy J. had his turn and delivered a detailed and well-organized {448} report. He brought no motions, and everyone seemed to be so tired that there were not even any questions; adjournment was called at 12:50 AM. It had been a long and emotional day.

Nominations were the order of business when Chuck reconvened the conference eight hours later. The most important moment in the nominations period came when Michael L. announced he would not stand for reelection as chairperson of the Literature Committee. I knew he had been working long hours and was under a lot of stress, but I had been hopeful he would serve another year. He had proven to be a good leader, objective and levelheaded. It was clear that Vince was probably going to succeed him. Vince, too, had matured some during the year. He had outgrown some of his less admirable qualities and was approaching his committee responsibilities with a little more organization and skill. After three hours of nominations, a report from Bob R., chairperson of the trustees, informed the conference of what the trustees had accomplished during the year. There were some questions, but only two motions, both disposed of quickly.

Convention Corporation items followed, which were presented by Steve B. He discussed site location alternatives for the 1989 convention, and after some questions, the conference selected Florida. The Oregon/Washington zone was chosen for 1990, and the Australasian zone for 1991. All of the proposals for changes to the convention handbook were adopted.

Billy Z. then gave a report on the Additional Needs ad hoc committee. Although a valiant effort was waged by Michael L. to dissolve the committee after Bill's report was over, a sympathy vote extended the committee's activities for another year.

Vince then followed with the *It Works* ad hoc committee report. He thanked the fellowship for the support and participation and announced there was now enough material submitted from the members that a Steps book could be written. As there were no questions, he proposed the committee be dissolved. The vote was unanimous.

Select Committee member Mary V. gave a report from the committee and proposed the committee be given another year to complete its work. A follow-up motion changed the name of the committee to "WSC Ad Hoc Committee on NA Service" (later referred to as "the Committee on NA Service" or simply "NAS").

Elections followed, with the following results: Chuck L. (Arizona) as Conference Chairperson, Bob H. (Ohio) as Vice-Chairperson, Ed D. (Massachusetts) as Second Vice-Chairperson, Sherri B. (Oklahoma) as Treasurer, Vince D. (Maryland) as Literature Committee Chairperson, and Bryce S. (Georgia) as Literature Vice-Chairperson. Ruben F. (San Diego) became Policy Committee Chairperson; Biff K. returned as Chairperson of PI; Barbara J. {449} (Kansas) became Chairperson of H&I. Elected to the Board of Trustees were Kim J. (chairperson of PI in 1984/86), Becky M. (RSR of Sierra-Sage), and Garth P. (RSR of

Australia). Elected to the WSO board were Martin C., Jamie SH, and Oliver S. In a shocking turn of events, three trustees, Dutch H., Bo S., and Sydney R. each stood for reelection but were not returned to office.

On Friday morning Bob H., outgoing treasurer, presented a proposed budget for the conference year. A month before the conference, he had taken the extraordinary step of obtaining a budget proposal from each committee, consolidating them and mailing the consolidated view to all participants two weeks before the conference. A total of \$252,000 was requested, but the motion authorizing a budget for 1988/89 was “not to exceed \$210,000” although it was left to the JAC to determine precise allocations.

It was a much larger spending plan than before, based on having three conference committee workshops scheduled for Detroit, Miami, and Dallas. The projected income was based on the assumption that the income of \$156,930 for the 1987/88 year would grow by some \$24,000 to \$60,000. Fortunately, when the JAC met and finalized the budget, they set the spending plan at \$180,000, with an alternative to spend \$210,000 if that much came in. With this kind of planning, I felt we could weather through the year and still accomplish the primary work that everyone wanted to do.

There had been a lot of discussion over the years about how the office underwrote conference activities and actually spent money in support of the conference. As each year passed, we collected another paragraph or two of policy that spelled out our practices. Finally, with this budget, we decided to include those policy statements in the approved budget. They were good tools to keep handy when others, not familiar with the agreements, began to become suspicious.

I was pleased with the outcome of this year's JAC budget meeting. Chuck and I had gotten along quite well, considering our otherwise simmering relationship. Not surprisingly, Bob R. was becoming strong-minded about the trustee budget. While he had been amenable to reducing it the previous year, he was pretty firm that the trustees were underfunded and needed every penny they were allocated.

The day after the conference, a WSO board meeting was held. The board authorized funds for a printing consultant to help us produce the Fifth Edition correctly and find another printing company, as everyone had lost confidence in Arcata Graphics as our printer. When I reported on personnel matters, I explained about my decision to recommend Jim W. as the person we should send to manage the ESO. Although there was some discussion, there were no substantial {450} objections. The board voted unanimously to appoint Jim as an administrative assistant.

After the conference was over, we published a *Newsline* that included excerpts from the conference discussion about the Fourth Edition, including the resolution the conference adopted. It was mailed the week following the conference, so that members throughout the fellowship would be informed as soon as possible.

Once the conference was over, I began in earnest to look for a new location for the office. Through my contacts with the real estate industry, I had been keeping an eye on building leases and purchase options since the beginning of the year. During May and June we looked at several buildings in the Valley, and later we looked at buildings to the west in Simi Valley, and then finally to the north in Valencia. At board meetings over the previous two years, we had discussed the possibility of moving the office. We discussed at length the idea of purchasing the property rather than renting. Since the board was disposed to moving and buying, that is where we centered our efforts. We wanted a location that was more attractive in a physical sense, much larger, and more conducive to a pleasant work environment than our current converted warehouse. During this period, I wrote several special reports to the board to make sure they were fully informed on the search. I was particularly concerned that they didn't get cold feet about either moving or purchasing a building while I was out trying to get it done.

Another more urgent project was to prepare the Basic Text for printing. In order to be positive the book contained no errors, our staff repeated the earlier effort and read our computer file of the book against an edited version, which contained corrections for all the omissions made earlier. This “verified file” was then printed and sent to Michael L. and a committee he appointed to help him proofread the book. All of

this took until July to accomplish.

In late May, Jim and Willie met at an airport in New York City and flew to Paris for a two day planning meeting for that year's European Service Conference. Jim later reported all the details of their discussion and the results of his explanation about plans to open the ESO branch of the office. The idea was generally well received. On the second day, Willie conducted a PI workshop that helped some of the Europeans to better understand the range of PI activities and how not to break the Traditions in this area.

They visited with an official of UNESCO the following morning, and in the afternoon traveled to Geneva. On Tuesday they met with a high official of the World Health Organization. Jim wrote about the response of Dr. Grant, the man they were meeting: "He started by saying that he was very pleased to be able to meet with us. He was {451} delighted to discover that NA in its development was willing to embrace a larger scope than AA. No other anonymous self-help organization had approached them." Dr. Grant explained he is the director of a project that will serve to recommend to the 166 member nations of WHO alternative methods of addiction recovery. Jim wrote, "We could not have come in contact with this particular person at a more appropriate time." The meeting lasted nearly two hours.

From this meeting came a combined effort of the conference PI Committee, the office, and trustees to stay involved with meetings and follow-up contacts resulting from this connection. For the next two years we expended considerable money and effort to make the existence of NA known to the governmental and non-governmental agencies affiliated with the WHO.

Jim returned to California the next day, but Willie remained in Europe to attend two other meetings in Austria and Norway. At the Norway meeting, he distributed a supply of literature to participants attending an international conference on addiction.

Jim and I worked together almost on a daily basis. He was working on revising the cover pages of all the pamphlets, but we were also meeting to discuss the ESO. We eventually developed a comprehensive job description for him, which outlined the objectives we wanted to achieve in London. Later we expanded on this work list and added a time line so that when he got to London, there would be little doubt about what he was expected to accomplish.

At the annual meeting of the board in June, Donna M. was elected chairperson and Stu T. was elected vice-chairperson. Donna and I had gotten along quite well, and I was glad to be working with her. She had worked closely with Jim and me while she had been the vice-chairperson, so she was quite familiar with the status of things when she took over. The board also approved my request for a second administrative position on the same level as George. This new position would take control over shipping/receiving, accounting and some publication services. We began looking immediately. When the board acted to renew my contract, I asked for a second time that they not give me a salary increase, but set aside another month's salary to be paid after my service with the WSO was over. Everyone clearly understood this was not a signal I was expecting to leave, but recognition that such a day would come.

Another personnel matter of consequence occurred soon after the meeting when Leigh R., who had been my secretary for over a year, announced she was leaving in September. I wasn't happy about this because she was becoming the best secretary I had had, and now I would need to find an alternative. It would take some time. {452}

To help us solve one of the problems we faced in Canada, we decided to open an account at a Canadian bank and mail all our small Canadian checks there for deposit. In this way we would avoid the ten dollar per check processing fee our bank charged us. I went to Toronto later that summer to set this up, and we began to accumulate funds in that account. From time to time we would transfer a thousand dollars or so into our California bank and pay only one processing fee.

We also began to examine the idea of a branch shipping facility along or east of the Mississippi river. We decided to do periodic checks to determine if there was enough savings (from the shipping expense) to justify opening a branch warehouse in that area. Our idea was to receive the orders at the office in Van Nuys, and each day send the orders by fax or computer modem to be filled by the branch that day. We

thought it could be handled by one full time and one part time employee. Later in the year we prepared a comprehensive report on what we found.

Because of our dissatisfaction with the existing printer, the board spent considerable time on printing issues. We agreed to use a book consultant, and I soon set out to find one. Later Jim suggested he had an acquaintance in San Francisco that we might use. While I was reluctant to use someone associated with a board or staff member, I was eventually persuaded to meet the guy at an initial fee of nearly eight hundred dollars. His name was David C., and although not a member, he had a considerable understanding of the fellowship. He proved to have a vast knowledge about the publishing business and served us well for the remaining years of my time with the office. His immediate task was to help us prepare for typesetting and printing the Fifth Edition. The second task was to find us a better printer, which he did, and we switched to using the Donnelley Company. The cost for printing the Text was comparable to our previous printer, but the number of problems diminished to almost nothing. With his help we were able to produce the Fifth Edition without errors.

Over the weekend of June 18-20, the conference committees met in Miami for their first working meetings. Progress seemed to have been made by all the committees, especially the Literature Committee. Vince later reported the committee decided to publish the Traditions portion of *It Works* in a review and input form. It contained all earlier composed or received material on the Traditions. It was about this time that discussions began on the idea of having the trustees take over the task of composing the Traditions portion of *It Works*. At first Vince was not strongly opposed to it, but not very keen on the idea either. On the trustee side, there was doubt as to whether they should be put in the position of taking on such a large project. Bob, {453} George, Sydney, and I talked about this possibility over the summer, and the idea began to sound better.

If there had been any doubt about the Additional Needs ad hoc committee wanting to build an empire, they were washed away at the Miami meeting. They were busy working on guidelines for area and regional Additional Needs committees during that meeting.

In early July, Michael and his ad hoc committee arrived at the office to proofread the Fifth Edition. Using Jack B. (trustee), Sally E. (trustee), Bob G. (RSR for So. Ca.), Judy G. (member), and Jim W., the omissions were reinserted. After staff had revised our computer file and printed another copy, it was sent back to Michael's committee for verification. This file was later given to a professional typesetting company who proceeded to convert our computer file into a typeset file. This was then printed out and sent again to Michael's committee for verification. Another proofreading session was held to ensure that the book was correct. It was then ready to be printed.

In mid-July, Vince held a workshop in Chicago to integrate all of the Steps material that had been gathered into a usable file. In a sweltering Catholic school, small committees worked through all the input for each step to eliminate redundancy and put the material in some order. About fifty people came to help and worked long hours under conditions reminiscent of the writing of the Basic Text. Their output, however, was not adequate for even a draft publication. It was clear after this meeting that the "Chicago Draft" needed more work; Vince began to search for how to do it.

The Committee on NA Service also met in July. With Chuck at the helm, they began to work on the *Guide to Service*, and to discuss the development of a set of "principles of service" which might be similar to AA's Twelve Concepts. Chuck wrote in the next report from the committee, "Most of these ideas focus on a one-board approach, combining the WSO, WSB and/or the Joint Administrative Committee. . . ." Since I was strongly opposed to the single board concept, I kept as far away from their meetings as possible. However, as time pressed on, they continued to ask for my input, which I gave, and which usually ended in strong disagreements.

In July, when the *Fellowship Report* was sent, Chuck started it by strongly refuting reports circulating in some regions and newsletters about how the motion to restrict voting to RSRs had been handled at the conference. He criticized the reports, calling them "inaccurate statements and misinformation and were in

my opinion, unduly harsh and critical. . .” He refuted claims that there had been “political arm twisting” which resulted in RSRs changing their votes. His statement that, “Many of the members who have been most critical of the handling of the motion were not at the conference and, in {454} my opinion, are perhaps not in the best position to condemn the actions of others (who were there),” was evidence that he was not going to abide undue criticism from the standing minority.

In late July I sent to the board one of my typically long reports. I had included a financial report covering the first six months of the year. We had already received \$1,827,792 in sales income against an anticipated twelve-month income of \$3,600,000. We were right on target, especially since the last four months of each year were our biggest income months. Another item in the packet was a review of the WSC financial condition. It presented a fairly optimistic picture, in that the income stream was ahead of the prior year, and the decision by the Administrative Committee to make a big push to request money from the regions had not yet gone into full effect.

Included in my packet was a memorandum, written earlier in the year and modified somewhat after discussions with Bob R. It centered on a proposal to provide a much higher level of staffing for the trustees. Up to that time, we provided assistance to the trustees only through one coordinator and their secretary. This proposal, modified to meet Bob's preferences, would have required a much higher staffing commitment. In my opinion, the WSO board would have to consent to such a change in staff assignments.

Bob felt that the trustee chairperson should work directly with the Executive Director rather than a coordinator. I was reluctant, but eventually agreed to make this change. I felt it would mean a lot more work for me, but if that is what he wanted, I was willing to do it. Since this was coming in the midst of a major reshuffling of staff, I felt we could find a way to make it work.

The second major aspect of this was to change what the trustees did. Bob decided he would activate the trustee committee system outlined in the *Service Manual* and not have a trustee assigned to each conference committee. To make his idea work properly, we would need to assign our coordinators to each trustee committee and give them the same kind of service and attention that we had been giving to the conference committees. We decided to have all project coordinators attend the trustee meetings starting in August. They were to give reports on activities in their area of responsibility and be available to participate in discussions. It meant the coordinators would be working another five weekends a year, but I felt it was worth a try.

On July twenty-third Willie, Jim, Chuck, and Bob R. all arrived in Paris for the European Service Conference. It was a strong crew capable of handling any world service matter that arose. One of the hot issues was how to handle the use of TV for NA Public Information efforts. Equally important were discussions about the duties of the WSO, and the feeling among many Europeans that the WSO was not {455} adequately serving their interests. This was especially true, they felt, in translations and literature sales.

Chuck gave a talk about the service structure. Bob agreed to talk about the Traditions. All four were engaged between meetings in answering questions on a wide range of subjects.

Jim took the lead when it came time to discuss the WSO, its duties and future plans. Before he left we had prepared a one-page statement about the ESO, stating our hopes and intentions. He presented the plan and explained that we hoped that it might happen as early as October of that year. The ESO, he explained, should produce a European edition of the *Newsline*, and perhaps even a European edition of the *World Directory*. Jamie SH addressed these and other issues when he spoke during the discussion of the WSO. He suggested that the Europeans might better be able to take on the responsibilities of a European convention. He envisioned the creation of a committee of some stature to which the ESO might report in the future report instead of the WSO. But he made no promise.

The ESC again discussed the purpose of their meetings when it came time to plan for the next one. Some wanted a convention, and some wanted a business event like the World Service Conference, while others wanted the usual workshops like they had been having. A convention with workshops was one thing, but having a business event like the conference was considered too much of a change. They selected

Barcelona, Spain for the next meeting using the existing format.

After the meeting ended on Sunday, Chuck and Bob returned home, but Jim went on to London. There he met with the UK service office board and had a long meeting with Kevin who managed their office. Jim also met with some members of the Italian fellowship who were in London on vacation. Altogether, Jim was in London for five days, meeting people, looking for a place to live, and getting a general view of the cost of living. He seemed to have diligently worked on the list of things we had established for him to pursue on this visit. One of the important things he did was to pick up the applications we would need to open a bank account so we could have an account in London when he arrived in the fall.

Willie went on to Geneva to meet with the International Labor Organization to discuss their “work place” drug recovery programs. The following day he met with the director of the International Council on Alcoholism and Addictions. Their periodic international conventions were the gathering place for decision makers and leaders in government and non-governmental policy around the world.

Two days later, Willie kept an appointment with officers of the WHO at their headquarters in Geneva. Willie pressed the case for {456} getting the WHO to use its newsletters and other communications tools to inform their own agencies, workers, and client government agencies about NA. His next stop was Vienna to meet with several independent agencies associated with the UN, but which were not located in New York City. His last stop was an international meeting in Oslo, Norway. Here he manned an NA exhibit and gave out thousands of pieces of literature to representatives at the conference from countries around the world.

During the following week, he attended general sessions, listening to speakers from various countries talk about addiction in their cultures. He met many of the participants and shared about the existence of NA. After two weeks on the road, he returned home to New Jersey. I would like to be able to write that these meetings with WHO, ICAA and ILO brought others in official positions into direct contact with NA and that they were supportive, but I cannot. The work started in this area was cut short after the end of the year and the opportunity to capitalize on these contacts was lost.

The three Canadians from Quebec, who had come to Paris at WSO expense, were meeting with the French translations committee to iron out their differences. They had disagreements over edits to the Basic Text and other literature. The previous fall (October 1987), we had allowed the Canadians to select a translation company in Quebec to make a draft translation of the Basic Text, minus the personal stories. That draft was then given to both the Paris and Quebec translation committees, and each took half of the translation to verify or revise. During the spring of 1988 they had traded the work between the committees and reviewed each other’s work. Their meeting in Paris at this time was to finalize the translations. It took ten days, but they were all satisfied when it was over.

Throughout the summer, I was frequently engaged in conversations with Donna and Stu about the status of things in the New Jersey office. It became clear that they had decided that they were opposed to the venture and didn't have the same level of confidence in Willie that I had. I did my best to keep them informed, tried to keep an open mind myself, while at the same time keeping Willie pumped up and hard at work. On the last score, I had no need to worry, as Willie had shown he was a self-starter and always on the job. I didn't require that he send time sheets that reported the hours he worked, but the evidence was clear that he worked nearly sixty hours each week. He was determined to demonstrate that he was doing a lot of valuable work and capable of operating independently. In my view he succeeded. {457}

Bob started the August trustee meeting with an announcement that he intended to put the trustees on track by implementing the committee system outlined in the *Service Manual*. The announcement was electric. He described the support we had worked out to make their committees productive. He assigned a chairperson for each committee and other trustees to serve under them. He made a determined effort to balance the committees in order to get the most out of them. He wanted them to provide leadership to the fellowship. Gone were the days, he said, when the trustees would not fully understand what they were

supposed to do and how they were going to do it.

He organized the Internal and External Affairs Committees into one unit, with Greg P. as the chairperson. The Policy and Structure Committees were combined with the Training and Education Committee under Sally E. as chairperson. John F. was to head up the Literature Review Committee. They met on Saturday in those subcommittees and began to wrestle with goals and objectives, and to figure out how to interface with the conference committees. They soon decided to reduce trustee involvement in the work of the conference committees. Only four trustees were sent to the subsequent conference workshops, and they were instructed to avoid the traditional involvement. We assigned our senior staff to participate in one or more of the trustee committee meetings.

Bob expected it to take about a year for the committees to really understand what they should be doing. And although Bob was an impatient man from time to time, he understood that only time could make the committees work. It was a far thinking decision on his part to move the trustees in this new direction. We were both hopeful his foresight and understanding of what the trustees should be doing would pay off.

Later in the month, with Bob's reluctant consent, we reassigned Steve S., who had been working with the trustees for two years, to other duties and decided that I would work with Bob myself. We also moved Cindy S. from PI coordinator to become my secretary, working with both Bob and me. The trustees and office board would be treated in an equal manner, both having direct access to me.

When the office board met in August we tackled a long list of important issues. First, we authorized our accounting consultant to conduct a full financial audit of WSO books at the end of the year. It had been my plan to move the office a little closer, over each of the past five years, to the time when a full audit could be performed. I was aware of what a full audit required, and knew that in the early years we would have failed a full audit. Our failure would not have been for mismanagement of money, but for lack of established written {458} practices that were based on actual needs and reflected what we actually did (which would be based on sound financial management practices). In earlier years we frequently changed procedures, and there were some things we simply didn't do that were required. We didn't use purchase orders to show proper preauthorization for purchases, for example. However, I had confidence that as we went along, those policies would emerge.

By 1988, we had developed our financial policies and procedures such that a full audit could be done. I felt that a full audit would bring to the surface the remaining defects in our financial management. About seven months before, I had an accountant come in and investigate our procedures, policies, and practices to find any weaknesses. He gave me a list of thirty-one separate recommendations. I gave that list to the board along with a plan to correct each item. By the August meeting I believed we were ready.

A full audit would also remove another irritation that continued to arise at each conference, as the standing minority expressed doubts about our financial management. Conducting an audit this year, and possibly on alternate years after that, would help keep us in order, yet not be terribly expensive. We also needed full audits in order to give confidence to a bank or property owner in the event that we would begin to realize our hope of buying a building for our new offices.

On the subject of a building, I presented to the board a proposal from the owner of the building we then occupied. I had shared with him our desire to relocate and consolidate our operations into one building, with the possibility of purchasing it. He proposed a deal where he would build a building and lease it to us with an option for us to buy it within three years. The board liked the idea and gave the go ahead to pursue it.

During the summer we studied typesetting equipment that could replace the system we had purchased several years earlier. The existing equipment broke down frequently and the company provided less than desirable repair service. I recommended to the board and they approved purchase of new equipment from the most reliable company in the business. For years after I left, this new equipment was successfully preparing our publications for printing. There was a considerable learning curve for our operator, but David M. mastered it well.

When the board considered personnel matters, I reported we were having a hard time finding a replacement literature coordinator. Danette had departed, and we had interviewed several prospective candidates, but nothing worked out. I informed the board that we had hired Ann R. from Arizona to become the coordinator for PI and the Committee on NA Service. About finding the new assistant {459} administrator, I explained we had received applications and were ready to submit to them the testing we had developed for that job.

The board decided to have posters made of the Third Step Prayer, and they adopted a motion to be published in the next *Agenda Report*. The motion would authorize the WSO to include in its inventory a variety of general merchandise such as jewelry or other items with the NA logo. The discussion of this had been going on for several years. Our attorney had recently discovered that if the fellowship did not sell these miscellaneous items that contained the logo, others could do so without our permission, and develop legal rights to use our logo on those products. The action at this meeting was the first step in bringing under control the issues surrounding the use of the NA logo.

There were a number of options for the long-term production and sale of such items. The office could do these things, as the motion clearly permitted, or we could enter into license agreements authorizing others to do it. The objective was not to make money, but to extend protection and control of the logo. I had already engaged in discussions with some of the manufacturers of jewelry, and most had agreed to cooperate with us. Each was hopeful we would purchase some jewelry from them once the conference gave permission; when the time came, we did just that.

As a final important action, the board authorized money to bring a selected list of fellowship members to a special meeting of the Committee on NA Service. The committee wanted to gather input from a panel of service leaders that would not otherwise be likely to attend a Committee on NA Service meeting. The committee felt this input was essential to their development of the sections pertaining to area and regional committees. The meeting was held in late September.

The Literature Review Committee held another of its work sessions in August to work on the Steps and Traditions materials. Vince was searching for the best way to convert the massive input on the Steps and Traditions into a publication that would be practical and easy to read. Everyone had been wanting an answer to this one since the conference shot down the approval form sixteen months earlier. He found the answer, as he told it, quite by accident.

He concluded that the work should be done by a small committee working with a volunteer member who had exceptionally good writing skills. The idea was to have discussions with the volunteer present. Between meetings, the volunteer would compose the material from that discussion and send it to the committee for study. At the next meeting they would review the draft and discuss the next step or part of the step in a logical sequence. He found a member with about seven {460} years clean time who not only had the skills, but was interested in volunteering.

In August, they tried the first of these sessions with a discussion of the First Step. A working group of the Literature Review Committee met to discuss the strengths and weaknesses of the Chicago Draft. The volunteer made many notes, and after studying the material, developed a draft for the Literature Review Committee to consider. They were greatly impressed. It was exciting enough that they decided to continue this way, at least to refine the first three Steps. In a subsequent report to the fellowship, Vince briefly summarized what was going on, but couched it in such a way that few recognized the old “massed meeting approach to writing” was not going to be used. Despite efforts by the standing minority to force defeat of the approval form, in part on the basis of using a professional, the committee seemed to be going in that direction again. Only this time they were using a volunteer who was also a member of NA. Over the months that followed, the committee met several times. By the end of the year, they were nearly finished with three Steps.

The World Convention Corporation met a week after the WSO Board. It was an uneventful meeting, except it was acknowledged that only one bid for the convention to be held in 1990 had been received by

the deadline. By default, Portland, Oregon would host the convention that year. The board also clarified the process for determining speakers for conventions. Most of the meeting was spent discussing the 1988 convention in Anaheim, then only weeks away. Planning for the Anaheim convention had been a lot easier than previous conventions because it was just forty miles away. The host committee meetings were held even closer, so it took only thirty minutes to get there rather than hours in an airplane.

Early in the planning we decided to invite anyone who came to the convention to come and visit the office. We felt this was a good idea for us, so as to meet more of our members and for average members to gain a better perspective of what the office was and who worked there. We knew a lot of people would rent cars and drive out, but we decided to offer a one-day bus outing to make it easier on them and us. We scheduled two bus routes, so that we would not have all the members at the office at one time. One group came directly to the office, then drove back through Hollywood Boulevard and then to the city of Venice before going back to the convention. The others went to Hollywood and Venice before coming to the office. It was a great idea, and made it possible for a lot more people to visit the office. Dee and the staff who had to remain at the office to serve as guides and hosts {461} did a tremendous job. Over two hundred members visited the office on these bus trips.

The convention was the most elaborate so far. When it opened on September first, nearly five thousand had already pre-registered. Kicking things off that evening, Billie P. (Washington DC.) and Mike S. (California) shared the podium. Friday night Mary C. (Pennsylvania) and Mark Z. (Kansas) shared the podium. On Saturday, the main speaker was Mac M. (Hawaii) who had been the convention chairperson in 1975. Mac spoke to the largest group ever assembled in an NA meeting up to that time, and in a meeting room almost as large as three football fields. Nearly 4,300 people were seated for dinner before the meeting started. There were another 5,000 who came in after dinner to listen to Mac talk about his crazy days.

The following morning, Susie H. (England) was the spirituality speaker. One of the features of this convention was the number and variety of things in the program that were not recovery or service related. There were so many people in attendance that four events, a top 40 band, a DJ dance, a talent showcase of performing NA members, and a comedy show were all running simultaneously after the main speaker meetings.

Nearly 9,000 people registered, and it was estimated another 1,000 were also in attendance. The chairperson of this convention had been Janice W., who performed admirably. The vice-chairperson was Valerie R. Both women were a pleasure to work with. My one regret was that Vida M. was in line to chair a Southern California convention, and had to be passed over for this one because she worked at the office. As much as it was a joy to work with Janice, I would have loved to see Vida get her chance to chair a world convention. This was an example of our concern that some claim of impropriety might have been lodged against Vida or the office. For the interests of showing that the host committee chairperson was not a WSO lackey, Vida had to sacrifice the honor and distinction that would have been hers.

Financially, the convention was a great success. A little over ninety-three thousand dollars in profit was made from the event, which made it possible to adequately make preparations for the next five years of conventions.

Even as the convention was taking place, I sent a notice to the office directors about the search to find an administrative assistant to handle shipping, accounting, and related activities. As it turned out three staff members had spoken to me about it, but only one, Anthony E., actually applied for the job. We received no other applications by the deadline of September first. I notified the board that I wanted to {462} go ahead and promote Anthony to the position. I followed up on this with a conference phone call and received concurrence from the board. Anthony was pleased, and so was everyone else.

Since we shifted Steve S. from Group Services to PI, Anthony's promotion left us with three coordinator positions open: Group Services, H&I, and Literature. We did our best to put the word out that we needed new coordinators, but it took months to fill the positions and a few more months to get the people moved. We were without adequate staffing for nearly six months. One thing that helped was that we

moved Freddie A., who had been in our shipping department, into the Group Services Department to help out. He had expressed interest in an administrative position, and we felt he had plenty of ability for it. He worked under Steve S., who was then doing double duty in Group Services and PI. Freddie is a quiet guy with a tremendous sense of humor and good communications skills. It was some months before we hired a replacement for Steve, but Freddie did a great job in the interim.

Later in September, the conference committees gathered in Detroit for the next workshop. Anthony came to this workshop and those that followed. Having him was simply another excellent resource that made the workshops even better and relieved me of some of the strain. Several of the committees simply went about doing their business and got things done: Public Information, Literature, and the H&I Committees most notably. The PI Committee, for example, discussed the idea of having portable PI display cases for use by regional and area PI events. We obtained a supply of the display cases, and over the following years nearly twenty-five of them were purchased through the office.

However, there were two meetings where things didn't go very well as far as I was concerned. First, the Additional Needs Committee continued to march toward making a new bureaucracy. Second, I was dragged into the Policy Committee meeting because they were discussing something that bordered on an office matter. At issue was a decision by the Administrative Committee to withhold selling cassette tape copies of the master tape recording of the previous conference. The standing minority members of the Policy Committee (actually a majority of the committee) were working themselves up to try and force the Administrative Committee to back down and allow the tapes to be sold. After listening to the discussion for about five minutes, (I was told they had been at it for about an hour), I got a chance to speak and I blew my top.

The objective of the standing minority was to "prove," by taking the tape recordings around the country, that the RSRs had been bamboozled and arm-twisted to violate their regions' group conscience {463} when they voted against the motion that would have denied anyone but RSRs a vote at the conference. Several people had asked the office to sell them copies of the tape. I had responded, back in June when the requests came, saying that the Administrative Committee had control over that. I could sell them only if they said I could. The Administrative Committee had said no.

I told the committee, "I find your whole discussion of the issue M---- F---- revolting. I cannot not understand why you had discussed the matter for more than five minutes when there were more important things to do. And why anyone would suggest spending \$175 for the set of thirty-five tapes instead of literature to hand out to newcomers is beyond my understanding. I want the Policy Committee to tell me how many addicts lives will be lost or saved because we discussed the issue of the tapes or who votes. Why should the fellowship permit these types of discussions to divert conference attention or WSO staff attention, or keep regions and areas from working on our primary purpose of carrying the message of recovery to those who are still suffering from addiction? I fail to see how many addicts have lost their lives or continued to suffer in active addiction because someone votes or does not vote at the conference! How many addicts will be saved from more suffering if the policy changes?"

"When your region has too many volunteers to help on the phone lines, and there is a month long waiting list to get on the phonenumber list, or when each area has too many volunteers to attend H&I panels that are carried into every hospital and institution, then there is time to listen to this B.S., and to listen to tapes of meetings long past where a decision was already made by group conscience.

"The issue of who votes at the conference, in my opinion, is a battle between NA politicians. Between those who believe they can get more power if the system changes and those who see no value in the discussion at all. If anyone can prove to me that on a twelve-step call to a newcomer, discussing who votes at the conference will help them keep clean, then I think the discussion should continue.

"If during the past ten years that the policy has remained in place, the fellowship had been falling apart or not carrying the message to the newcomer, then I believe we should spend the time to find out what part of the problem is attributable to the voting issue. However, the fellowship has continued to grow, from

about three hundred meetings to over 16,000, so I fail to see why we should discuss the issue at all. I have instructed the office staff to refrain from future discussions and correspondence about these tapes or who votes at the conference. I hope you will join us in putting aside such B.S. and spend our time on matters that help old-timers and newcomers alike to recover from addiction.” {464}

I was truly pissed; I stormed out of the meeting. They let the issue drop and went on to something else, so I was told later. I was also pissed at the trustees over this issue. From time to time individuals and committees went crazy like the Policy Committee and wasted time and resources rather than doing things that truly needed to be done. And some trustees were silent witnesses if not actually willing participants. It was the job of the trustees, I felt then and continue to feel, to put an end to such foolishness. Apparently the standing minority got the message in this case, since the issue about the tapes soon died. However, it was the duty of the trustees to be the heavy hand in such matters, not mine. But usually the trustees didn't have the guts or the sense to do it. As a result of this continuing failure, the fellowship wasted tens of thousands of dollars, and thousands of hours of effort simply catering to the illogical, unproductive games played by some individuals and the standing minority.

I found it interesting that Ruben F., the Policy Committee chairperson didn't even mention the issue in his next report to the fellowship, published soon after the workshop. Meanwhile Billy Z. and his committee were getting the personal attention of Bob R. Just as I had done long before, Bob came to the conclusion that the Additional Needs Committee was going to use a lot of resources and produce very little. Bob spent some time talking with Billy and others and began to get the committee to wonder whether they should continue or not. Bob was so successful that Billy and the committee discussed it at the Detroit meeting and included the question in his next report to the fellowship.

In October, I prepared a report for the board concerning the nearly ten months of activity of the New Jersey office. Unfortunately so many other things had been going on that I had not visited Willie enough to fully satisfy the board's concerns for the office and its value. In one of the few actions that I later regretted, I wrote a lukewarm report that unfortunately undermined some of the confidence in the venture that board members still had. I expressed less than complete knowledge of how things were going, and suggested renewal of the lease for a period less than a year. Perhaps bending to the pressure from Donna and Stu, I suggested a joint evaluation of Willie and the entire venture be conducted by myself and several board members. It was one of the few times I admitted being unprepared about one of our major endeavors.

Included in the report was a detailed financial report of expenditures for the New Jersey office to that point. The total cost to us for the ten months was \$44,515, a figure less than I had expected, but more than many of the board felt we could sustain. This covered all expenditures from rent and telephone to Willie's salary and that of {465} his clerical staff. Unfortunately, for those opposed to the venture, nearly any amount of money was too much. I enclosed a report from Willie that gave considerable detail about the meetings he attended, the organizations he met with, and the PI activities he had participated in. I was amazed at the variety and extent of the work he had accomplished, and quite pleased by it all.

About the tenth of October, Jim finally boarded a plane and was off to London. We had a lot riding on this, and he knew he was under a lot of pressure. We had been touting this office for over a year, and the expectations were high. But I had few doubts at the time about the plan, the timing, or the selection of Jim for the job. During the weeks just prior to his departure, we had finally dedicated some time together to the ESO. We worked out an outline of each task we needed to accomplish and placed them in sequence along a timeline. The key elements were for him to find a place to live, (large enough for him to work out of for at least six months), immediately install a phone and mail out the first European newsletter. Until he found an apartment, or “flat” as they call it in London, we were going to pay to keep him in a hotel. It took almost five weeks to find and get moved into a flat.

Unfortunately he ran into troubles as soon as he arrived. Getting the bank account established and then resupplied by electronic transfers proved to be more complicated than we had expected. It seemed to him

that English banks simply didn't want to be bothered with an American branch business account. In the months that followed, getting money there when it was needed was always a problem. I believe it was really no problem, but simply a business tactic the English bank used so as to hold our money for five or ten working days while they invested it in short term money markets before releasing it to us. Jim and I talked on the phone every four or five days for the following six weeks.

At the office board meeting at the end of October, we had a lengthy discussion about Canada. In the light of concurrent discussions in the Committee on NA Service, the board concluded an effort should be made to get the Canadians together to discuss matters that pertained only to Canada. Although literature distribution concerns were foremost in our minds, there were other things they should discuss among themselves in the areas of PI, H&I, and possibly a Canadian national meeting. After the meeting we set about organizing an effort to host such a meeting the following year. The board considered and approved again the motion to permit the office to engage in the production and sale of non-literature merchandise commonly found in NA conventions. {466}

Sadly, I had to report that we could not find a suitable location to move to, and our prospective builder/landlord had exhausted every alternative. And to add to the disappointment, we had to put our plans to move on hold while other priorities were addressed.

At the time of the board meeting, the Fifth Edition of the Text was nearly ready to be printed at the factory. We expected to run out of hardcover copies of the Fourth Edition before the Fifth Editions arrived, but we expected to have about four thousand copies of the paperback Fourth Edition left over. Knowing we were not going to be able to sell these left over Fourth Editions, the board decided to sell them to the H&I Committee at a discount, which we soon did.

Prior to the meeting, I had mailed to the board the draft of a plan for finding my successor. I had proposed that a standing committee be appointed each year, just to be on hand when needed. It was to be a balanced committee, with two each of the following: RSRs, trustees, WSC officers (or committee chairpersons), current office directors, and former directors. The committee would work to be ready to find a successor at any time, in the event of my death, removal, or announced departure. Although it was discussed, the board took no action, and the proposal was shelved. Concerning other personnel matters, there was better news. Steve L., a Northern California member, was selected from among a number of applicants to become the new H&I Coordinator. Steve is a methodical and rather quiet person, but a hard worker. From Austin, Texas we found and hired Mary V. as the Literature Coordinator. Mary had been an RSR from Texas, and had served on the Committee on NA Service. She was bright, personable, and rather outspoken. Both Mary and Steve arrived to work about the first of the new year, and made a considerable impact on the office during the time I was there.

In my report, I expressed the need to have all of world services begin to discuss the total cost, as well as the cost-effectiveness, of what we were doing. It seemed to me that the conference committee system was an ever-growing monster. It was consuming larger amounts of money and staff time, while not producing nearly as much as should be expected. Many of the committees were encouraging regional and area people to attend, at their own expense, just to be part of the event. This increased our financial support requirements, as we needed ever-larger space to house their meetings. At the same time, this practice diverted region and area finances away from other needs, including contributions to the conference budget. I suggested something needed to be done to put a ceiling on conference budget growth.

Among the business decisions was an action to extend our New Jersey office lease for three months and to have our next board {467} meeting there. This discussion was based on growing opposition to the office by Donna and Stu. Their lack of support for Willie, and their desire to close the office, was growing even clearer. It took some effort on the part of several directors and myself to avoid closing the office on January first and letting Willie go. The board resolved to conduct a more thorough review of the New Jersey activities at its January meeting.

On the international scene, George had discovered the Brazilians were planning to include stories of

their own members in their translation of the Text. It was true we had previously decided not to translate American stories in the Text into other languages, but there was no procedure to approve stories written in another language. And to make things more complicated, the translation was being done by the group in Brazil calling themselves TA. The discussion resulted in a conviction that we needed to resolve the differences in Brazil between the NA and TA factions and get one NA fellowship there.

In early November I went to Orlando, Florida for the fall meeting of the Convention Corporation. It was a productive Friday afternoon meeting, although Stu and I had an interesting confrontation. While we were discussing the budget proposal I had sent to the hoard before the meeting, Stu unexpectedly challenged me as to why we didn't have anything that related to long-term financial planning for the Convention Corporation, a five-year plan for example. I was more than embarrassed and miffed. We spoke to each other regularly during the week at the office, and he could have expressed his ideas or concerns in advance. It was an attack that took everyone by surprise, but the rest of the meeting went well. I gave him a five-year plan about a week later (but accurately forecasting that far ahead with so many variables was very hard). He responded in such a nonchalant manner it was as though he didn't understand why I had made it. But as it turned out, the first three years of that draft were pretty close to the mark.

Two bids for the 1991 convention were reviewed (Montreal and Toronto) and they chose Toronto. Stu was elected chairperson to replace Steve B., who was retiring from the position and from the corporation. He was to take a two-year vacation from service before being elected as a trustee. Stu was going to be both easy and hard to work with. Although he was predictable most of the time, he had another side that was more impulsive and hostile, as demonstrated at this meeting.

On Saturday, the host committee for the 1989 convention had their meeting. Their subcommittees worked with the WCC board members assigned to them. The host committee had so many {468} experienced convention workers that the Orlando convention was expected to go off without any catastrophes.

After Orlando, I flew to Crawfordsville to oversee the printing. It was a productive visit. Even though I was there to observe the first printing of the Fifth Edition of the Text by this company, my first meeting with plant representatives included ordering paper for the second printing and setting time in their schedule for the second, third, and fourth printings to be done during the coming year.

The printing was accomplished, for the most part, in about thirty-eight hours. I observed the printing at various times during that day, that evening and following morning to verify the quality of the imaging. When I left, they had printed fifty thousand copies of the first two thirds of the book. Assembly of the book would take place several weeks later. We didn't have anyone come back to observe it. Their quality control and supervisory personnel did a good job of looking after those details. The books would not be shipped until December fifteenth and would not arrive at the WSO for a week after that.

From Crawfordsville I went to New Jersey to spend two days with Willie. We arranged for the three-month extension of the lease. We outlined goals he was to achieve, established an evaluation process to be conducted jointly by a board member and myself, and then made arrangements for the Board of Directors to meet in a nearby hotel in January. While I was in New Jersey, I learned from George and Anthony that a building on our block was going to be vacant soon, and we might be able to lease it. I was excited that we might find a solution to our overcrowding without having to move. We eventually rented this building and had some remodeling done.

Thursday afternoon I arrived in Dallas for the third conference workshop of the year. It was better than most conference workshops, though not without its share of issues. During the JAC meeting on Thursday night, I presented my concerns and those of the board about the overall financial planning for world services. I challenged the effectiveness of what world services was doing for all the money spent. The matter was not resolved, of course, but the JAC seemed to understand the issue and agreed that it merited further study.

Fortunately most of the committee efforts that year were productive and straightforward. The Additional Needs Committee was still a pain in the side, although they didn't have enough committee members

at this workshop to have a meeting. It was a disappointment to Billy Z., but not to me.

Anthony also came to the workshop. Although he didn't have direct responsibility to work with any of the conference committees, his presence was strongly felt. He often reminded me of the teacher who {469} roamed and controlled the halls in my high school days. He could spot a problem and make decisions to resolve it in a flash. He and George worked so closely together you would think one could read the other's mind. At long last, I could honestly feel the office was able to meet every need a committee might uncover or create.

Bob R. had come to each of the conference workshops during the year as well, and his presence was even more significant. Although he was constantly barraged by questions from committees, regular members were with him all the time just learning about world services from the grand master. His influence was calming and disarming. I recall many occasions when a committee member talked to him about some hair-brained idea they intended to pursue, and when they finished talking with Bob, they understood their idea had more holes in it than there were stars in the night sky. Bob and I would use these weekends to spend a lot of time together talking, between interruptions, about what he thought or felt concerning the trustees and world services. Throughout the years these had been good times for both of us.

I returned to Los Angeles on Sunday night, and on Monday I began to prepare for the trustee meeting the following weekend. Unfortunately the agreement Bob and I had reached months earlier for me to work directly with him had not worked out. I continued to be so busy, and gone so often, that most of his communications had been through Cindy, my assistant; he was not very happy. But we spent one evening together working out his agenda and plans for the meeting.

His biggest concern was over trustee financing. He resented the fact that the conference chairperson could control some trustee activities by simply claiming the conference was broke. Bob felt the trustees alone should have the ability to control their spending, not the conference or the office. His preference was to have funding come from the World Convention, and if that didn't fly, then from the WSO (without the ability of the WSO board to intervene). If funding must continue to come from the conference, then it should be separate from the regular conference budget and controlled by the trustees.

It was true that some trustee plans had been abandoned each year for lack of funds. The compromise between the conference resource needs and the trustee resource needs was usually worked out. Everybody cut a little, and through a fairly commonly accepted annual priority list, everybody reduced their meeting plans and expenditures. Bob was growing impatient with this system because some meetings were funded that he considered "useless" while the trustees couldn't get enough money to meet and properly refine their purpose. {470} I believe this is why he joined the struggle to terminate the Additional Needs Committee.

The next day, acting as his assistant, I drafted a plan for his consideration that would accomplish the stable trustee funding he wanted. The memo suggested that the WSO underwrite the trustee budget from WSO funds. If there were conference funds at the end of the year to get reimbursement, then it would be made. But if no reimbursement were possible, the WSO would simply write it off. He presented this idea at the meeting during the weekend and proposed that the idea be put forth at the conference in the form of a motion.

Of course the big problem in this idea would be to get WSO board support. When I discussed it with the board, understandably they were unreceptive. It took all the muscle that Donna and Stu could muster to convince the trustees to abandon the idea. I often wondered how they thought of the idea years later when they were both trustees and had to contend with the shortage of money for trustee meetings.

Three issues dominated the meeting when Bob called the trustees to order: trustee funding, writing the Traditions portion of *It Works*, and what the trustees should be doing. The trustees supported his efforts to obtain secure funding. On the *It Works* issue, there was immediate consensus that the trustees should be writing the Traditions portion. When it was proposed to the full board, their eyes lit up and there was an audible "yes, that's right, the trustees should be writing them!" It was not going to be an easy task, but they were unified in deciding it was the right decision.

About finding a consensus of what the purpose of the trustees should be, there was a wide range of answers. During this meeting and for the next few months, this was the primary focus of their energies. Each trustee wrote their ideas and the staff were also enlisted in this discussion. Altogether nearly a hundred pages of text was generated, circulated, and debated. When the trustees met next, they continued the discussion.

On Tuesday following the trustee meeting, I flew to London as the first leg of a lengthy journey. I was pleased to discover upon my arrival in London that Jim had found a place to live. He was subletting a flat near the Chelsea district. It was a nice area for both residence and temporary business. Jim informed me that office rental costs he was finding were nearly twice what we had expected. He took me to several places where office space could be obtained, but I was not happy about the choices at all. It seemed to me that he had not really put much effort into it. For the moment, I let it pass. About the other things on the work plan, he had achieved very little. {471} I tried my best to motivate him, but went away more than a little pessimistic.

We traveled together to Dublin to meet with the Irish fellowship and introduce Jim to their members. It was a pleasant visit and Jim got along quite well with them. Before I left for home, we went over the work plan again and he promised to work tirelessly to find an office and get connected with the fellowship in London and throughout Europe.

On my return from London, I went through New Jersey to work with Willie for a few days. I went on to Boston to visit friends, and then drove with one of them across country back to LA. I had been hopeful it would be a relaxing venture, but arrived home cranky and tired.

In November, Ron prepared a lengthy report about the magazine for the *Newsline*. Since Ron had come to work at the WSO he had been one of the unsung heroes. He ran his department with relatively little supervision. When he had suggestions for improving the magazine (and he often did), he presented them logically and convincingly. Over the years he had experimented with various efforts to increase the subscription rate and readership. He proposed changes to the content and format and usually got his way. The biggest battle was to get the conference to acknowledge that the magazine was a “conference-sanctioned publication,” even though it wasn’t “conference-approved literature.” Giving it that special designation, he argued, would clarify the issue of whether the magazine could and should be used by committees in carrying out their mission, particularly H&I and PI Committees.

Although each issue of the magazine was not conference approved like pamphlets, Ron held, it had gone through two review processes, including the editorial board, which contained a trustee and a conference appointee. He had been scrupulous in keeping magazine content within common boundaries of accepted NA philosophy. His improvements in content and editing had truly produced an excellent magazine. In recent years he had broadened the content, with motions adopted by the conference, to include current events and an opinion section.

In this report, he addressed the transition from having the magazine distribution handled by our staff (which it had been since we took over full control) to being accomplished by a fulfillment company. Although there were to be some transition problems, he wrote, in time those would pass and the fellowship would be satisfied with the change. He was right, as usual. His efforts at increased circulation had paid off, because the end of year financial analysis showed {472} the magazine was almost self-supporting. This was a major accomplishment and a demonstration of his management ability and editorial skill.

While in Europe, I had written a report of my findings and activities. I sent it along with a proposed budget for the coming year to the board. I also reported that we were sold out of the Fourth Editions. This brought the number of Basic Texts sold to a total of 942,477 copies since it was first put on sale in 1983. Because of this, I wrote, we would sell our one-millionth copy from among the books then being assembled in Crawfordsville. I proposed that we publish a commemorative edition with a different cover and a com-

memorative page inserted. We had set aside 5,000 copies from the current printing to make into a paperback edition. I suggested we use these for the commemorative edition and print the paperback books with the printing to take place in February.

The proposed budget was crowded with notes related to the expectation that our expense might exceed our income. Total income was projected on the basis of percentage increases ranging from ten to twenty-seven percent. I suggested a twenty percent increase was the largest we might likely expect, and that is what the board adopted. Based on income of \$4,071,091 and expense of \$3,922,142, we would show a surplus of \$93,949 at year's end.

However, this did not include the operational costs for the New Jersey office or the activities in London. I reported our financial support for the conference was likely to exceed \$150,000, operating cost for the New Jersey office about \$145,000 and the London office cost seemed to be creeping higher than I wanted to admit at the time, so we needed to cut something loose. We simply could not do all we wanted to do.

As the end of the year approached, a contractor we had hired was making alterations to our new building down the street. The new facility would provide space for the growing number of staff members we accumulated in 1988 and 1989. It also had space for a conference room large enough for meetings of the board, trustees, JAC, and most of the conference committees. Our staff began to occupy the building in early January.

In the last *Fellowship Report* for the year, Chuck wrote about the number of people who had attended the Dallas workshop as observers at the expense of regions. He pointed out, as I had to the directors a month earlier, that a lot of money seemed to be needlessly invested in sending these observers. Altogether there were nearly 145 people who were there just to see the show because they were not participants. Although some were local members, a lot had flown in from {473} other places. Using conservative mathematics, he showed where that meeting alone probably cost \$47,000 to regional budgets and personal expenditures. He felt that money would have been better spent in other ways.

An extension of this matter was a decision by the Administrative Committee to have a meeting in 1989 to discuss among the JAC, trustees, and office directors what world services is doing vs. what it should be doing. This was Chuck's response to the discussions I was pushing about making sure all the money and effort spent on world services was moving NA in the right direction. This meeting was later scheduled for March. It may well have been the early catalysts for the inventory process the fellowship embarked on two years later.

Ed D., writing as second vice-chairperson, addressed the issues under discussion in the Committee on NA Service. He reported the committee had been spending time developing a body of ideas under the working title, "Principles of Service," that might become the underpinning of the work the committee was doing. The committee was attempting to identify the spiritual and philosophical concepts underlying service, and seeking to define NA's service efforts in these terms rather than proceeding to simply reorganize the structures that already existed. It was a novel approach that, if successful, might provide for a more spiritually based body of trusted servants.

Sherie B., the conference treasurer, included another detailed financial report. Sherie, like her predecessor, had been a meticulous trusted servant. She worked closely with Hazel M. of our staff in keeping track of the daily financial transactions for the conference. They were a good team. Sherie reported that there was an actual cash balance as of the end of November, but reminded everyone that the majority of that money was needed for the conference meeting in April.

As the year came to a close, I was able to report total income for 1988 was \$4,199,117 (before discounts and allowances). After adding miscellaneous income and our own production costs, we netted \$1,935,679. General expenses for operation of the office (not connected with shipping and receiving) came to \$1,772,178. This produced a net "profit" for the year of \$163,501. While it was true that at the end of the year we had a considerable financial reserve, that was mostly because of the surge in sales connected to the

pending delivery of the Fifth Edition.

The new year began with the JAC meeting at the office. Right away problems developed. Chuck and several others were unhappy with some of the motions from regions and conference committees that were slated to be included in the *Agenda Report*. Lacking clear foundation in the *Temporary Working Guide to the Service Structure*, {474} they decided to include a report from the JAC to address concerns about those motions. In effect, the JAC report urged the fellowship to reject or modify or send the motions back to committee. This was a very “gutsy” thing, and I still applaud Chuck for leading the JAC to make that decision. The Policy Committee (still weighted with standing minority membership) offered one motion, the Literature Committee offered one, and there were three from the PI Committee that were targeted.

Despite JAC reservation about these five motions, there was still plenty for the fellowship to wrestle with. Altogether there were thirty-seven motions from boards and committees and twenty-two from regions. The motions and attachment, including complete publications of the *H&I Handbook*, *Literature Committee Handbook*, and addenda from the PI Committee, were published on time – about three hundred pages of printed material. The JAC was also inventive, offering three motions of their own. The most important was to increase the clean time requirement for conference officers to eight years. More controversial was their proposal to empower the JAC to reject a motion proposed by a committee or board if less than two-thirds of the JAC was in favor of it being in the *Agenda Report*.

The Administrative Committee also proposed three motions, none of which was particularly earthshattering. The Policy Committee offered eight motions and one request for input. Only one of the motions carried much value: a description of regional motions and the procedure for handling them. In part it was intended to clarify procedure and respond to complaints, mostly from the standing minority, that their motions were lost in the shuffle of the conference and that their motions were not treated fairly in the agenda or at the conference.

The Literature Committee offered a revised *Literature Committee Handbook*, along with a number of amendments to existing literature guidelines. The PI and H&I Committees offered a series of housekeeping motions to their policies and procedures. The H&I Committee also proposed a complete new handbook of its own. The motion that brought a smile to my face was from the Additional Needs Committee. After some hard bargaining, Bob R. had overcome Billy Z.'s reluctance to consider allowing the committee to disband. Bob, with the support of a lot of people – myself and most of the trustees included – had convinced Billy that an ad hoc committee of the trustees would be able to address and respond to the “Additional Needs” members as effectively as, but less expensively than, the current ad hoc committee. Very likely, Billy himself would have been appointed as a non-trustee member of the committee: Regardless of {475} the incentive, the Additional Needs Committee proposed that their committee be dissolved. I was elated!

The cost equalization matter was handled by including a draft plan, but the JAC refused to propose it as a motion. In a companion report, the JAC addressed the issue of simultaneous translations at the conference so non-English speaking members could participate. It suggested that the cost for such simultaneous translations might be as high as \$120,000. Less would be needed if fewer languages were targeted, or fewer hours were worked, or similar restrictions were imposed. In an attempt to deflect the slough of regional motions – twenty-two in all – from getting to the floor of the conference, the JAC included all the regional motions at the back of the *Agenda Report*. They indicated that they had all been assigned to conference committees for study. Altogether, the agenda did not include any earth-shattering new issues. Still, as usual, the standing minority was going to wage war one more time.

The office board met in Secaucus, New Jersey on the second weekend of January. On the day before the board met, Jamie, Martin, and I worked with Willie to review the activities of the office. Throughout the day, Willie showed letters, reports, communications, and other materials that evidenced the work he had performed. It was a convincing show that Willie had done more than he was asked, and was eager to continue.

When a report was made the following day at the meeting, the disagreement that ensued was not so much about how Willie had performed, or what he had achieved. The criticism was directed more at my management of the project than Willie's performance. The concerns seemed to be a perceived lack of direct focus on the project, a lack of direct supervision by me over the project, lack of relationship to the work of the WSC PI Committee, and uncertainty about the value of the office to the long-term goals of NA or the WSO. Although these lines of attack were different from what had been at issue before, I was glad they finally understood that Willie had worked hard and done more than he was asked or expected to do.

It seemed strange, however, that the directors who were most vocal in questioning our ability to manage the New Jersey office were also the most anxious to get the London office going. No resolution was achieved in the first round of discussion. After dinner, the adoption of the budget came in sections, in accordance with the way I had structured the budget. The general budget was easily adopted. The budget for the European Service Office came next, and after discussing some board members' concerns about my ability to properly manage the ESO from Van Nuys, the ESO budget was adopted with none voting against it. {476}

Consideration of the New Jersey office budget then followed. Donna, Stu, and Bob McD. were in favor of discontinuing the New Jersey office, while Jamie, Oliver, and Mark D. were most strongly in favor of keeping the New Jersey office going. After two hours of unrestrained debate, the budget was voted on. Six voted to approve the budget and four voted against. Discussion continued, however; after a while, and a moment of silent meditation, another vote was conducted. This time there was a five-vote tie, and the budget was not adopted. After another quick matter, the board adjourned at 12:25 in the morning. It was a sad ending to a project that held great promise. The doors that were open to us with the WHO and the NGO were slowly closed. It is still my belief that we lost the opportunity to reach tens of thousands of addicts with relatively little cost because we closed the New Jersey office.

In addition to the budget, a lot of other work was accomplished. To celebrate having sold one million copies of the Basic Text, the board adopted a motion to make five thousand of the Fifth Edition as commemorative copies. A special cover was to be selected, a silver foil affixed to the page edges, and each copy would be hand numbered. The board wanted a system to assure anonymity in the sale of numbered copies, and each copy was to be sold for thirty-five dollars. The extra income was to be set aside for translation expenses.

In discussions about "merchandise" I advised the board about a company in Northern California which was producing jewelry with the logo on it. Our attorney was preparing a letter requesting that they discontinue. They also voted again to include in the *Agenda Report* the motion allowing the office to sell jewelry and other merchandise. In recognition of the fact that I had not really been successful in dedicating the time necessary to support the trustee chair, the board authorized a new coordinator position to work exclusively with the trustees.

Jim had come over from London to attend the board meeting and give a first-hand report on his activities. Several members of the board spoke to me after the meeting saying they were a little unsettled over how little progress Jim reported, and what they perceived to be his uncomfortable situation. Jim, they said, used to be so confident and outgoing; now he seemed withdrawn and alone. Without trying to add to their concern, I didn't refute their worries, but suggested the next thirty days might show better progress. The day following the board meeting, Jim and I spent two hours together. We went over the plan and I did my best to bolster his resolve. Over the next several weeks we had more phone calls, but there was no real progress on finding an office or the other things on our work list. {477}

In January, when the Committee on NA Service met, they tried an experiment that they felt might help their work. They borrowed three staff members to work with them. They intended to have the staff attend the meetings and, after the discussions, compose what the committee concluded then mail it to the members. Revisions were made at the next meeting and the process repeated. The committee concluded this

“staff writing team” approach was what they needed, and proceeded to use this approach until after I left in 1990.

During January we were finalizing the selection of coordinators for PI and Group Services. After selecting Vandy A., a former RSR from Washington State, for the Group Services post, and Hollie A., who had been an RSR from the Volunteer Region, to handle PI, we considered shifting them to different assignments. When the dust settled, we assigned Vandy to work with Steve and become the second PI coordinator. Hollie was assigned to the trustees, and we promoted Freddie A. to take over the Group Services Department.

While things were getting settled for staff members in their new positions, things were not going well for Jim in London. After having frequent communications with him since the board meeting, I had begun to lose hope that it was going to work out. It was with this background that Donna, Stu, and I had a dinner meeting on February fourth, at which they were very up front about their separate conclusions that we needed to bring Jim home and find someone else for the position. We then discussed everything with the board Personnel Committee and they concurred. Most of the board was then informed of the situation and they concurred. Jamie and Oliver were not included in these discussions so as to avoid a compromising situation in case Jim talked to them while these discussions were going on. Donna and I flew to London together the following Thursday to break the news to Jim in person. It was a hard thing for both of us, and harder on Jim. But our conclusion was that Jim wasn't getting the job done, and we needed to bring him home.

A special meeting of the Administrative Committee was held on February twenty-fourth to develop a budget to submit to the conference. When the JAC met in January they had not yet written a budget, so this special meeting was necessary. It was a taxing session, but a plan was developed. In a memorandum I wrote after the meeting, I included the full range of understandings I thought reflected the discussions. I proposed a formula for reserving a percentage of funds received by the conference to be set aside for the trustees. Further, it suggested changing the nature of how the conference committees worked. Unfortunately the solution was not accepted by all parties concerned, and we continued to have friction on finances. {478} Nevertheless, Sherie developed and distributed the proposed budget before the conference, based on my percentage formula proposal. It would allocate \$210,200 for the conference and thirty percent, or \$58,300, for the trustees as baseline budgets. That percentage breakdown would be continued for additional spending if more money came in.

The office Personnel Committee met a few days later to consider what to do about finding a replacement for Jim in the ESO. I proposed Steve B., who had earlier been my first choice (although he would have been expensive to bring on as an employee because he was making more in his own business than the position salary was then set at). The committee wasn't amenable to my recommendation, and a whole host of alternatives was considered, including all who had applied originally. Among those considered were three directors, a trustee, and ten other people. The committee could not agree on any of them. Jim was still in London winding down his activities (we carried him on the payroll for two months), and the work was about to come to a stop. A lot of alternatives were considered. The interim solution was to ask Jamie SH. to take on the task of completing some specific assignments as a volunteer, or perhaps as a part time paid worker. The committee concurred with this recommendation. I contacted Jamie and we worked out a short list of specific things he was to do. He was to take possession of the equipment and supplies that Jim had and store them at our expense.

The Board of Trustees meeting in March was, perhaps, a turning point in the structure of the fellowship. Since the last meeting, essays and papers were written and circulated in an effort to clarify what the trustees should be doing. As the discussions evolved, it seemed obvious they were far apart in their opinions about what the trustees should be doing. The major points of agreement were that they should have a stronger role in developing NA literature, stronger influence on decisions about overall policy, and a great-

er role in approving translations of approved literature. They agreed that the trustee liaisons to conference committees were often ineffective, and were changed so often, that there was no consistency in their advice or participation.

I believe Bob was disappointed that he had not been able to move the trustees in the direction of a more commonly held range of attitudes and views about what they should be and how they should be doing it. He was successful, however, in one area – getting them to take over the writing of the Traditions portion of *It Works*. He explained their view of this in the *March Fellowship Report*. He wrote {479}:

The trustees have always been expected to have particular responsibility concerning the Traditions of NA. The *Temporary Working Guide to Our Service Structure* even contains this direct quote: “Although the primary aim of the board is to ensure the maintenance of the Twelve Traditions, the trustees also serve in many other capacities and have other responsibilities.” However, the development of the Traditions publication is currently being done by a conference committee, which is already overwhelmed by its work on the Steps and other major projects. And if the trustees' only role in the completion of the Traditions publication is to review it at some later date for possible violations, we will have wasted the years of work and energy the fellowship invested in the trustees, with their knowledge of the Traditions.

It seems foolish to assign “maintenance of the Traditions” as the primary task of the trustees, but to exclude them from the primary work on our major publication on the Traditions, except to a passing review.

This convincing declaration was the final push in an effort that had been moving forward since the previous summer to wrestle the work on the Traditions away from the Literature Committee and put it into the hands of the trustees. Vince had already agreed to this, but it was necessary to be sure that the fellowship as a whole, and the conference in particular, were supportive.

On the subject of finances, the trustees had been visited by Donna and Stu, who had been convincing enough to persuade the trustees not to push ahead with plans to offer a motion to require unrestricted funding from WSO coffers. They had accepted the plea to hold off on that course, mostly, I believe, to avoid a 1982 type confrontation between the trustees and the office. I believe Bob was concerned about being seen as greedy for the trustees and insensitive to the overall conference financial situation.

Although his second year as trustee chairperson was running out, he might return for another term and be able to resolve the financial matter later. It was a tactical maneuver rather than a real concession. Besides, the answer lay in what the Committee on NA Service was writing about how NA would be organized in the future. And Bob was not going to sit by and let that be written without having his say. Bob was also hopeful that by returning as trustee chairperson for a third year, he would have time to shape the course for the trustees from the discussions and input that he had generated over the prior year.

As Bob was trying to reshape the trustees and establish a secure financial base, he was intruding onto the turf of conference chairperson. Chuck was, at the time, opposed to automatically giving the trustees a percentage of conference income, and was probably jealous {480} of the idea of guaranteed funding from the WSO. He wanted the trustees to be funded like the conference committees, and subject to his control. He loved being the chairperson of the conference, and although he got along with the trustees generally, he felt the conference chairperson should have considerable authority to interpret the will of the conference between meetings of the conference. He was not about to simply let the trustees carve out a portion of the conference budget and let them do what they wanted if it meant the committees and the conference funding became more perilous. At this time, Chuck and Bob were not on particularly good terms anyway, and this matter kept them further apart. Several months later, when he became a trustee, he immediately changed his view and agreed with Bob on a long list of things.

Since the previous November, our contact with the Brazilian members of TA and NA had increased, and our concerns grew. The philosophical and personality differences needed to be resolved. Through discussions with Chuck and Bob, we decided I would send a letter to the TA folks. They had requested

permission to print the NA literature with the TA name in it. We felt we could not abandon those who went by the name NA, by allowing the TA people to use the same literature. My letter was sent in late March explaining that we could not consent to their use of NA literature and urged that the differences between the two groups be resolved.

In another international matter, we made a decision about a translator for Spanish language material. During the World Convention, George and I had the opportunity to meet with three members from the Panama fellowship. Each spoke both languages perfectly; in fact one was a linguist for the US Army. Through them we got in touch with a translator in Panama. Over the winter we used this woman to translate a number of letters and pamphlets. We faxed the material, and a week or so later it came back. Fortunately it was cheap, and well done, so we decided to contract with her to translate the first half of the Basic Text into Spanish. For about a thousand dollars the draft translation was completed and delivered to us on computer disk in the word processing program we used! However, the refinement of the Text translation was going to take a while, and would require the involvement of Spanish speaking members from across the fellowship.

Jim and Jamie had gotten together on several occasions since we asked Jamie to pick up the things Jim was going to leave behind. He began, as agreed, his own search for a possible office location. Jamie had been one of the top contenders in the original application process. {481}

He was on the Board of Directors at the time and handled with considerable composure the fact that he had not been selected. He remained a productive member of the board, although his independence was, from time to time, not fully understood by his American compatriots. Now, to be asked to pick up the pieces was, I am sure, both rewarding and aggravating. From the beginning of this episode he was particularly "correct" as the English can be, yet dependable and straightforward. I am sure he was uncomfortable in moving ahead to accomplish the things I asked, while still facing the possibility he would be rejected again. We discussed that possibility, and we both clearly understood that it could very well happen. It was delicate for both of us, but he certainly confirmed my admiration for him in the way he handled this complex situation.

He found an office location in slightly less than two weeks and handled the preliminary negotiations for a lease agreement. Unfortunately, I didn't properly assess the space requirements, and we signed a lease for more space than we needed. Jamie later corrected that mistake and we settled into an office we would use for several years.

Jamie continued to plug away at each additional chore that came up in getting the office going. In a memorandum he wrote on April nineteenth, he outlined all the details of each item he was then working on. His thoroughness was impressive.

The membership in London finally discovered what had taken place, and were buzzing with rumor and concern. Jim had indeed made friendly contact with some members, and these folks were expressing their unhappiness over his removal. When their RSR arrived at the conference several weeks later, he wanted to know all the details.

The Sunday morning before the conference was to begin, the trustees held a meeting. They discussed the proposal drafted earlier about permanent trustee financing. After some discussion, they decided not to propose the idea at the conference. A non-addict, active with the Florida fellowship had arrived at the meeting and wanted to find out whether or not the trustees wanted to interview him. The Florida RSR let it be known he was going to nominate the guy for trustee during the conference. The trustees met him briefly and then discussed if they should speak to the nomination during the conference. They decided to remain neutral. They discussed items that would be voted on then recessed until later in the week. During the conference they met twice more, once to elect officers for the coming year. Jack B. became chairperson, and Becky M. became vice-chairperson. {482}

Chapter Nineteen (1989-1990)

The End Begins

The World Service Conference of 1989 was the most enjoyable of the conferences for me, because we finally had a full complement of staff members and they were doing a great job. My relationship with world services leadership was pretty good, except for strained relations with a few of the trustees and Chuck L., who would be trustee at this meeting. Of course, my relationship with the standing opposition remained strained as well. But it was the calm before the storm. During the months that followed, small differences became big differences, and by winter there was open antagonism. In the months before the next conference, there were several open fights. I was about ready to resign in the middle of a meeting called "Albuquerque Two."

The 1989 conference year started off rather pleasantly. Chuck called the meeting to order at 9:24 AM on Monday, April twenty-fourth. Seventy-seven participants answered the first roll call. Fifty-seven were regional representatives and twenty were trustees, conference officers, and the WSO board chairperson. A two-thirds majority was fifty-two votes. Two new regional representatives gave reports and were voted in as recognized regions. The rest of the day was spent in general forum discussion.

Tuesday was mostly consumed with committee meetings, and Chuck began the general session after 4:00 PM with his yearend report as conference chairperson. His central theme was that something needed to be done about budgeting. The cost of operating the conference continued to climb, but he had doubts about the "cost vs. benefit" of the increase. He advocated a smaller, perhaps more objective body of members to decide the budget than existed in the current structure. He also rang the alarm again on increased expenditures by regions who sent their representatives to be observers at committee workshops. After the other Administrative Committee reports were given, motions from the Administrative Committee were acted on.

The motion to increase minimum clean time, requirements to eight years for conference officers and committee leadership was {483} approved. The motion to expand and empower the JAC, however, was sent back to them for reconsideration. Despite the pleasant start of the conference, a frenzy of motions emerged during debate on the Administrative Committee proposals. Chuck got a real workout at the podium, and Don Cameron, the parliamentarian, was constantly stepping forward to offer help.

Perhaps as a vote of confidence on the position I had taken at the policy Committee meeting the previous fall, Alan R. (RSR, Florida) and Linda C. (RSR, Chesapeake/Potomac) seconded the following motion, which was adopted by a two-thirds vote: "that the policy of the WSC be to not release tapes of the annual conference." However, the next motion by Alan, to restrict voting to RSR's didn't even make it to the floor to be seconded. A similar motion then followed but was rejected. Twenty-four voted in favor, while forty-eight were opposed. The idea came back moments later in a third motion, and it too was defeated. The rest of the JAC and Administrative Committee motions produced mixed results, and the cost equalization matter was again referred to the JAC for more work. As for the Additional Needs Committee, it was dissolved around midnight. Success at last!

The Wednesday session began when Ruben F. gave the Policy Committee report and offered their motions. One by one their motions were adopted, except the proposal relating to regional motions. This left the policy for offering regional motions as it was before, without any restriction, although they were "encouraged to work in through the conference committee system for their input." All morning long, motions, amendments, objections, and votes kept Ruben at the podium.

Finally, at half past noon, policy matters were over. After a short recess, Biff gave the PI Committee report and offered their motions. Biffs work also had a mixed reception. Some of their proposals were

adopted and some were rejected. Fortunately, none of the rejected items were of earthshattering importance. Barbara J. then reported on H&I activities during the year and presented their motions. Their revised handbook was immediately approved with a unanimous vote. This was followed by approval of all their other motions, almost in record time.

Vince presented the Literature Committee report and gave a detailed explanation of the *It Works* project. Then he led the conference through the motions his committee had proposed. The changes to their handbook were adopted with some modification. The revised *Group Starter Kit* was sent back to their committee for more work, much to the relief of the Administrative Committee.

In the evening, Bob R. gave his trustee chairperson report, and proposed the motions from the trustees. Their proposal to fill {484} vacancies in the trustees was adopted (this established a schedule for filling trustee vacancies over a several year period, so as to avoid electing a bunch of trustees at one time). The tradeoff motion with the Additional Needs folks to create an advisory Additional Needs panel to the trustee internal/external committee was adopted. The motion that had evolved since the *Agenda Report* had been mailed, about having the trustees take over the composition of the Traditions portion of *It Works*, was presented and carried by a two-thirds majority.

After trustee motions were over, I gave a report on WSO operations for the year. I reported we had indeed sold the one-millionth copy of the Basic Text and we were well on our way toward another million! I explained the tribulations of the ESO and the New Jersey offices, and announced that Jamie had found us an office in London, which was now nearly ready to operate. The financial report included the following accountant's statement: "I conducted my audit in accordance with generally accepted auditing standards. . . . In my opinion the financial statements referred to present fairly, in all material respects, . . . their operations and changes in fund balances for the year then ended (1988) in conformity with generally accepted accounting principles." There was a generally positive response to having conducted the audit, and of course the standing minority wanted to require that we do it each year.

White Booklet sales totaled 560,754 (including 11,285 in French and 6,148 in Spanish) while Basic Text sales amounted to 396,075 for the year. About the commemorative editions, they were still at the plant in Crawfordsville being assembled. I gave an "unpromising" report about printing agreements to the service committees in England, Germany, Ireland, and Australia. I reported there was little progress and seemingly little hope of any progress.

I advised the conference of the company in San Jose, California which was selling NA jewelry and had refused our request to cease. When I indicated we would probably have to sue them to get them to stop, the conference was quite vocal in giving unanimous support to sue if necessary.

Included with my written report was a summary of an extensive financial analysis of finances of regional service committees and regional offices. Compiled by Leigh R. of our staff, the report showed that an increasing level of financial resources was available to regions, but that most of their financial reports were difficult to understand, and frequently had substantial errors. We found that thirty percent of regional income was from conventions and ten percent from other fundraisers. Most of the offices were not self-supporting, and the regional service committees provided additional funds in order for them to operate. Of nine regions studied in detail they {485} averaged an expense equal to fifteen percent of their income for travel by trusted servants. Perhaps the most alarming discovery was the frequency of embezzlement and the total dollar amount of the loss. For example, a total of \$22,950 was lost in four separate embezzlements. However, I reported, this was only a tiny portion of the money lost in this manner. I urged that regions exercise better control of their funds.

Donna M. gave a report as the chairperson of the Board of Directors, after which motions from and about the WSO were acted on. Our proposal to allow the office to include inventory items (jewelry and other things) was easily approved. Stu T. then gave a report about the Convention Corporation and the motion proposed by the corporation was adopted.

Elections were the order of business when the conference resumed on Thursday morning. A new pro-

cedure had been tried this year, wherein nominations were submitted on forms until about mid-day on Wednesday, although some were accepted after that. For several years, arguments had been made that a secret ballot should be conducted for elections rather than standing votes that had traditionally been cast. It was charged that many RSR's were influenced by others, mostly trustees, when they stood up to vote. The Administrative Committee decided the conference would try written ballot elections. The list of all nominees was distributed, and then roll calls were conducted when the ballots were collected.

As it turned out, only a single nominee was offered for each of seven positions, and all were elected by unanimous voice vote: Bob H. (Ohio) to be conference chairperson, Sharie B. (Oklahoma) to return as treasurer, Barbara J. (San Diego) to serve a second term as H&I chairperson, Steve R. (Florida) to serve as PI chairperson, and Bryce S. (Georgia) to be Literature Committee chairperson. After ballots were collected and counted, others elected to office were Ed D. (Massachusetts) as conference vice-chairperson, and Ruben F. (San Diego) as second vice-chairperson. Elected to the WSO board were Jamie S-H, Martin C., and Oliver S. Elected to the trustees were Donna M., Chuck L., Danette C., and Irwin G. (a non-addict).

Irwin, who went by the moniker "Stretch," became the first non-addict elected since Jerry Synold in 1985. Jerry stayed less than a year. Mike Bohan, the other non-addict trustee, had retired from the board in 1987. Two trustees whose terms were expiring at this meeting, Bob R. and John F. were not re-elected. This was a surprise and produced some extremely hurt feelings. Sally E. and Bob B. had both chosen not to run for reelection.

After elections were over, Chuck and George delivered a report for the Committee on NA Service. They presented, at length, a {486} discussion concerning the *Principles of Service*. The committee had examined similar material from other organizations and discussed how such principles could be a guiding force in the service that members provide to NA. The committee had devised their own version of the twelve principles and was suggesting they be the basis of the work the committee was doing on the service structure. The conference then dissolved into a committee of the whole to allow an exchange of ideas about this subject. After the committee of the whole was over, a motion was offered and adopted to direct the Committee on NA Service to have a review and input period on the principles until October 1, 1989, and to have an approval version of them in the Agenda Report for the next conference.

Friday morning started with the budget. A base-line budget of \$288,500 was adopted, with an optimal budget of \$321,400 if sufficient funds came in. I was not at all optimistic that the base-line budget income would be received, much less the optimal budget level. However, even before anything else was done, a motion from Lynne R. (RSR, Quebec) added a requirement to include \$15,000 to facilitate participation of recognized non-English speaking regions (or those with other language barriers) at WSC 1990.

The standing minority had been at the conference in their usual force and had tried to influence the votes and discussions through the few voting participants closely associated with their cause. But this conference, like others before it, listened to what they said and the motions they made, and then simply brushed them aside. It was clear by the end of the conference that the fellowship as a whole was not in sympathy with the irrational and unfounded suspicions and charges emanating from this party of members.

In a stinging rebuke, none of their adherents was elected to conference positions. It seemed they might, at last, get pushed into the twilight. However, such a hope was misplaced. In a matter of months they were back again with more energy and with even greater recklessness and dishonesty.

Several hours after the conference was over, the trustees met to go over decisions reached at the conference. They decided that their priorities would be to provide input to the work on *Principles of Service*, the *Guide to Service* and the Traditions portion of *It Works*. Jack made assignments to each trustee committee. A long list of work items was examined, and when I spoke to them, I added more.

As the trustee meeting closed, I was more than a little apprehensive about where the trustees might be going. At this conference, its two most prominent members had stood for re-election and were not retained. At the prior conference, the same was true for the three whose terms had expired. And both Bob B., who had served over twenty years as a trustee and Sally E., with nine years as a trustee {487} had

stepped down. Sadly, it did not dawn on any of us at the time that some commemorative recognition should have been given to trustees whose world service ended. In twelve months, half of the experienced trustees had been turned out by the conference or retired. New trustees, some with little world-level experience, had been elected. This had the makings of a board that would be subject to some considerable instability.

The Convention Corporation met the next morning, followed by the office board. Convention Corporation management had become mostly routine. We had devised a workbook that outlined the decisions that had to be made by each host committee (and the convention board) on a month-by-month basis for three years in advance of a convention. We had also accumulated comprehensive policies and procedures that were carried over from one year to the next. We even had developed templates of contracts for nearly every need. Conventions were therefore much less risky, and decisions usually got done according to the calendar. At this meeting it was necessary only to address final details of the Orlando budget, and assure that pending matters in the schedules for Portland and Australia were being handled. The only uncertainty pertained to the Australian convention, and the board decided that Stu and I would visit Australia later in the year.

The office board received a full series of reports from the staff and Jamie about the London office. The status of payment due from the UK Service Office came up, and I disclosed that they were short of money to pay for the literature they had recently ordered. The board was unhappy about it. I reported about a situation in Fresno, California where the area service committee had held a dance (a year earlier) at which a member had fallen and broken her leg. The area committee and "Narcotics Anonymous" were both named in a lawsuit to recover her costs. This became a matter we followed thereafter.

I visited Fresno four times during the next year. During my second visit I explained to the area committee that they needed to hire a lawyer to defend themselves, and they needed to raise the money to pay for that lawyer, and possibly for the damages. Fortunately, the claim was for less than \$25,000, so it was well within the ability of the committee to handle.

About the San Jose vendor selling jewelry with our logo on it, the board instructed that we pursue the matter, even if it meant suing them. I was to report to the board whenever something in the case took place. During May, I drafted a jewelry sales plan that suggested how we would handle this type of merchandise. The board discussed it at the June meeting.

For the first time in years, the month of May was fairly easy for me. Most of the publications that needed revisions before printing could easily get done by the staff, and there weren't any big reports I had to scurry around and complete. I did keep busy, as always, and felt prepared for the JAC when it met on the nineteenth. I did take one trip during the month, back to Crawfordsville to watch the assembly of the commemorative edition. It went off without a hitch.

There was, however, a big ruckus taking place during May, one that had wide ramifications. As the new Literature Committee chairperson, Bryce was taking over all the projects that Vince had been running. The first matter that Bryce took hold of was the work being done on the Steps portion of *It Works*. Even before the conference he had been critical of the work produced so far, and of how Vince had managed the relationship between the committee and the volunteer. There had been disagreements over some sections of the work, and the volunteer decided she didn't want to revise them.

Bob H., the incoming conference chairperson, had been to the conference five times, serving as RSR, Alternate, RSR, twice as conference treasurer, and one year as vice-chairperson. He had an excellent appreciation of both how the conference worked and what the folks back home said and felt about world services. Bob was mostly a soft spoken and modest man of strong character. But his quiet demeanor concealed a strong resolve and a sharp tongue when it was called for. As a trained accountant, he knew budgets and fund flows. As former treasurer, he knew what to expect and was not about to continue working with an unrealistic budget. He had been part of earlier budget battles and the constant talk about priorities.

He was determined to do something about it.

When the JAC met, they did much more than simply work on the budget. Bob H. came determined to get the conference to focus on the critical issues and take the focus off the small stuff. The JAC agreed with him, and decided to cancel the first committee workshop in July and hold instead a working session on the *Guide to Service* and the *Principles*. The JAC had decided to restrict the next Agenda Report to items that had been directed by the conference to be presented (cost equalization and a simultaneous translation plan).

While they were discussing how to reduce the budget, the first thought was to have the committees and trustees pare down their budgets voluntarily. Chuck, now speaking for the trustees, refused to lower their budget. Others, sensing they would get the short end of the stick, also decided not to cooperate, and refused to make substantial reductions in their spending. Bob was angry and frustrated at this turn of events, so action on trustee funding was tabled indefinitely, which I believe, angered Jack when he was told about it. He {489} had been unable to attend the meeting and sent Chuck and Danette to the meeting in his place.

On June tenth, the office board met for its annual meeting. After new directors were seated, elections were held. Stu T. was elected as chairperson and Bob McD. was elected as vice-chairperson. The first important item was to settle the ESO situation. I reported having received applications or requests for consideration from Becky M. (trustee and former RSR, Northern Nevada), David T. (chairperson of 1986 London convention and then serving as chairperson of the London region), Jamie SH. (former London RSR and current board member), Steve B. (former WSO chairperson for two-years, Conference chairperson in 1981, trustee 1984) and Michael L. (former RSR, Northern California, and former World Literature Committee chair person). All earlier applications had also been reviewed. Three had been contending candidates two years earlier and passed over, one of whom, Jamie, was already doing some of the work. It was quite a group to pick from.

The Personnel Committee met before the meeting and wanted direction from the board before they met again. At issue was the committee's doubt about needing an executive management-level person at the ESO. An alternative was to hire a lower level employee with a less freedom of movement and authority. After some discussion, the board decided they preferred a senior clerical level position rather than administrative assistant level employee. This option was open because while Anthony had been in London during May to set up a computer system, he had met and interviewed several candidates he believed could handle the position quite well.

Among other personnel matters, the board clarified the authority I had to hire and fire administrative and coordinator employees. For the third year I asked the board to set aside another month's salary for my employment separation package in lieu of a raise. They did.

The draft translation of the Text into Spanish was done, I advised the board, and explained that I wanted to hold a translation workshop with Spanish speaking members later in the year. The WSO would have to foot the bill for some of the participants, I suggested, in order to achieve a balance. We thought it best to have it in Florida and bring in several Spanish-speaking members from California, Texas, and New York. I reported the French Text translation was finished, the typesetting was expected by fall, and expected to be completed by December.

The board decided that when the ESC met in Barcelona, Jamie, Oliver and I should be there. About the United Kingdom Service Office (UKSO), the locally managed service office in London, I handed out a four-page letter that reviewed the state of affairs between the {490} UKSO and the WSO. I asked the board for input and advice concerning the content and emphasis. We next discussed the meeting planned in Canada in late July. The board supported the list of objectives we presented and authorized funds for the meeting.

With some excitement, I informed the board about an attorney I had discovered and met with. His name was Don Corliss, not an NA member. He was incredibly astute about non-profit organization tax law. I asked for authority and additional money to have him begin to develop for the fellowship a proper

legal opinion of how NA could comply with IRS tax laws. The board gave consent.

The trustee meeting was held the following week and was exhausting. In accordance with earlier commitments to help them, our coordinators played a significant role in the meetings. Their committees met for one full day, and our staff involved in the discussions almost equaled in number the trustees present. Our staff gave reports and background on every aspect of service, concentrating on areas the trustees wanted to know about. Each committee made a record of their discussions and decisions.

Since there were only three or four trustees and two or three staff in each meeting, it was possible to fully share everyone's knowledge on a subject. If the conference committees had been this small, NA would be different. However, the success of this meeting gave most of the trustees such a sense of power and authority, it quickly changed the nature of the relationship some of them had to the staff and also to the conference committee system.

Gone were the days when the trustees were going to sit and wait to be asked questions from the conference committees. In truth, a new leadership team had emerged, but the rest of us, including the conference, were not going to figure that out for quite a while. Looking back at the committee reports, it is clear the trustees were going to be the movers and shakers from then on, and they were.

During the full trustee meeting, a conflict emerged that was to have disastrous consequences. Ron H., our magazine editor, had published a two-part series on the history of the trustees. Combining research he had gathered over a long time, he wrote what history showed: the trustees had at times been inefficient and ineffective. The second of his articles indicated a change was taking place so that hope for a stronger board was in the offing. The article had, as usual, been reviewed by the Editorial Board that, at the time, included Greg P. representing the trustees. Ron had been confronted by Jack over the article and questioned why the full board had not seen the article before it was published, and about whether or not he had a "personal agenda" in how the article was written (or slanted as Jack surely thought). {491}

The question of why the trustees had not seen the article was unusual. Jack had been on the Editorial Board before and knew articles were not circulated in that manner. Jack used part of Ron's answer in his discussions with other trustees (but not all of it) who then took Jack's interpretation as fact. In so doing, Ron and myself were convicted in the eyes of the trustees, "guilty" of a betrayal of the trust and responsibility we had toward the trustees.

I discussed the matter with Ron and was satisfied he had no nefarious intention, that his answer had been taken out of context and only partially conveyed. Jack, however, was unwilling to accept responsibility for having done so after it had caused an explosion in the trustee meeting. What we had then, was a wound that would not heal. Resentments and suspicion were to exist until one group of people moved the others out of the picture. I believe this was a defining moment for the events that followed. The trustees, as a group, and most as individuals, were no longer confident the office staff could truly be trusted. In the months that followed, other situations arose that further widened the river of discontent.

Some weeks later, Ron informed me that he was going to quit and pursue other opportunities. Ron had been moving towards leaving for some time, and I do not know whether the conflict with the trustees had any relationship to when he announced his decision. I was sad to be losing him. He was an extremely talented and reliable person. He was a good manager and got the best out of his staff. His independence and judgment made it possible to rely on his department always doing its job right and on time. We announced his departure in the July *Newsline*.

While the trustees were meeting, the Literature Committee was too. Their primary issue was a problem Bryce had with the Steps development project. Bryce had been disturbed by an unwillingness of the volunteer writer to make changes in the drafts, even when the committee felt changes should be made. Now that he was chairperson, Bryce went to the committee with this, and they agreed that if the volunteer wouldn't revise the work to the satisfaction of the committee, then other arrangements would have to be made. He discussed this with the volunteer. When he didn't get the answer the new committee wanted, he advised her the committee would not be using her services any longer. The decision was not well received,

and the volunteer and several others who were previously involved in the project resented the decision.

The work then came to a halt for months, as an alternative process was devised and discussed to the point it could be implemented. The answer Bryce came up with was to use office staff in that role like the Committee on NA Service was already doing. He worked with {492} George on this idea and then took it to his full committee. We were amenable to the plan, although we did not want the staff to become the targets of the next witch-hunt when the writing was declared unacceptable because special workers were used.

The committee endorsed Bryce's plan to use staff to help compose the Steps by working with a small ad hoc committee. Later in the year, Bryce appointed his committee, and we allocated time of some of our most talented writers. They realigned the schedules for work they were already doing on three pamphlets and made them into two-year projects.

In June and July the standing minority reinvigorated itself and came back swinging. Having set themselves up in the body of an obscure area committee, they began to publish a newsletter complete with untrue and dishonest ranting and ravings about almost every aspect of world services. Their newsletter was mailed throughout the fellowship, and over time began to have the desired effect. They intended to instill doubt about anything and everything they could attack. Their distortions and accusations, it was thought by many in world services, could not go unanswered. In late summer and until long after I left, world services was engaged in a growing battle with this group of members. It was a painful and needless diversion of time and resources away from helping addicts in need.

On July fourteenth, a large cast of world-level trusted servants converged on Albuquerque to work on the *Principles of Service*, and to discuss alternatives for how the service structure should be described for groups, areas, and regional committees. Most of the trustees were present, the conference leadership, four office directors, and all of our senior office staff. The discussion about the *Principles* took a full day. Numerous suggestions were offered and discussed. There was a general uneasiness about how the new structure functioned as a group conscience gathering process, and when it was over, the committee had a lot of work to do. In general it was a productive meeting.

The evening following the Albuquerque meeting, I left for London. After getting settled in, I went over to the ESO. It was down Wansdown Place, one of those small dead-end side streets, just off Fulham Road near the Fulham/Broadway underground station in west Chelsea. It wasn't in a fancy place, just an old factory building converted to accommodate several small office tenants. Our third floor walkup office was small by American standards, but adequate for our needs. Jamie had done a great job in finding it and getting it organized and ready to operate.

For the next three days I worked down my agenda of things to do. First was to train Elizabeth G., the clerical person Anthony {493} had selected to work for us. She was a friendly woman from Ireland who had found living in London quite enjoyable. She seemed quite capable, and we made a long list of things to do. Since we had decided to bring her to the office in Van Nuys for a few weeks of training during August, my task was to get her going for the short term.

I met with Kevin at the UKSO and later with their Board of Directors. Our discussions were productive, but didn't resolve our areas of conflict over the license agreement or money due from past orders. Bob H. caught up with me in London on my last day there. The next day we met with Jamie and we flew to Barcelona and the ESC meeting.

While I was in London, Jack and Hollie had been in Rome to meet with the Italian fellowship. They knew they were in the midst of a power struggle and were to attempt to understand it and pave the way for a resolution, if possible. Part of the fellowship was "under the wing" of one strong member who had enough followers to make most of the decisions, while the others were left out of the decision making process. They didn't have an effective service structure, and nearly everyone was unhappy about the translations we had produced into Italian. Hollie was very accommodating in this area; she got them to promise

to review with us all of the Italian literature then in circulation. They made progress in some other areas, but the power struggle remained.

They arrived in Barcelona for the ESC earlier on the same day that Jamie, Bob, and I had arrived from London. When work began the next morning, reports were given by members from each national fellowship – twelve countries in all. Reports were also given by each branch of world services, and in every case, a question and answer period followed. The Europeans were not particularly interested in the work being done on the *Guide to Service* or the principles of service. They were concerned about literature distribution, translations, and help with their own organizational needs. Each of us tried to be as helpful as possible, offering to assist in almost every way we were asked. One issue they all discussed was the possibility of a cost equalization plan.

Bob and I met with representatives of each country to discuss literature sales and translation issues. Some problems were solved; others were not. When meeting with the Spanish leadership, I discovered three of them were excellent English/Spanish linguists. We later decided to use them to do Spanish translations.

The meeting ended on Sunday afternoon. Bob and I then flew to Helsinki, Finland, while Jack and Hollie flew to Israel. They were met at the airport by an enthusiastic committee of eight members. They were barraged by questions from morning to long past bedtime. {494}

They attended several meetings and held a learning day attended by twelve to twenty trusted servants. The big issues at the time were translations and developing an understanding of the Traditions. Jack and Hollie did a marvelous job sharing about the Steps and Traditions.

Translations, however, were another matter. Jack and Hollie met with the people who handled their translations and got a better understanding of their strengths and limitations. They also learned that the NA logo, which appears on the cover of all NA literature, would have almost no meaning if printed on Hebrew literature. The Hebrew language does not use the same character forms as the Roman based languages, so the English letters "NA" would not be understood by most Israelis, who were only literate in Hebrew. More importantly, there is no Hebrew word for "narcotics." There was a Hebrew word for "drugs," and this word was being used wherever the word "narcotic, or narcotics" was found. But in the name, they elected to use a Hebrew word that represented the word "addicts." Therefore the name, when spoken or written in Hebrew was going to be "addicts anonymous." This was not a pleasant discovery, since the decision had been reached earlier by the conference that uniformity in the name was essential. I had written them a letter earlier about the name issue, suggesting they also use the NA logo in English.

When Bob and I arrived in Helsinki, we were met by a member who served as our guide and interpreter. She was a bright woman with a particular view of politics that Bob and I found to be a little amusing. During the next several days she brought up her political affiliation – she claimed to be a communist (as indeed about a third of the country was at the time). After several days of mentioning her affiliation to us and getting no response, she asked why we didn't seem to shrink in horror at what she said, as most Americans did. Our response was that NA didn't have any opinion on such matters and her politics were of as little concern to us as any religious leanings she might have. She stopped telling us about her politics.

The meetings with their membership about organization and translations were not very productive. Their fellowship was still very small – fewer than about a hundred members – and had only a few meetings. They were doing translations, and were generally satisfied with them. But they too had a problem translating the word "narcotic." A word with the same meaning does not exist in the Finnish language. Furthermore, the word "alcoholic" in their language begins with an "N." Alcoholics Anonymous is therefore known as NA. These were problems we didn't resolve, but at least we now understood them. As for the service structure, they had a problem finding {495} people who would exert leadership. It seemed to be a problem endemic to the country, not just with our members there.

Our next stop was Stockholm, Sweden. Here our visit was more productive, as the Swedish were more organized and assertive. Translations were being done by their members, and we met with them and

learned about their problems. Later we attended several recovery meetings and a meeting of most of their leadership. It was a beautiful city and the members were open, friendly, and interested in hearing everything they could about recovery and the fellowship. When we left Sweden, Bob went back to Ohio and I went on to Canada.

My first stop in Canada was to meet with Anthony to investigate the convention facilities in Toronto for the 1992 World Convention. It was productive, and we negotiated some of the key points on room rates and space we might want to use. We also met with the host committee and went over the schedule of decisions that would need to be made over the following years. Their host committee was already established and anxious to start work.

Several days later, at a hotel near the airport, the long awaited Canadian meeting was held. Present for the meeting were Jack B., Stu T., Anthony E., myself, and for a little while on Saturday, Ed D. Canadians present were eleven members representing four Canadian regions: British Columbia, Quebec, Toronto, and Alsask (Alberta/Saskatchewan), and three from the Upper Midwest region of the US, which also included Winnipeg, Manitoba. While some may have been confused about the purpose of the meeting, several of us were of one mind. The Canadians needed to evolve from this meeting with a commitment to form a working body of trusted servants that linked the Canadian regions together. It was eventually called the Canadian Assembly.

Key to this was the opening of an office to handle literature distribution for all of Canada. We explored many alternatives, and in time discovered the Canadians were more than a little shy about such a venture. The formation of an association of their regions did become an agreeable target, but they needed financial help, so a Commitment was given to underwrite half of the cost for their next meeting. Jim F., from Regina, was selected by his fellow Canadians to serve as moderator at the next meeting. At the next meeting they were to return with a decision from their regions about whether or not to support a Canadian convention, and by implication, a Canadian Assembly. We left the meeting with a sense that a Canadian office might not result from these efforts, but that a continuing association among the regions would. {496}

During the summer we began a series of discussion about world services by the Committee on NA Service. Perhaps as a courtesy, I was asked to participate in this stage of the discussions. At meetings then, and through the following months, I offered my opinions and wrote memoranda when asked. Unfortunately my views had not changed, and were in direct conflict with those of Chuck L. and Bob R. Whenever we had a meeting and I would venture an opinion, as likely as not, one or both would strongly denounce my suggestion. So, after a while I tried to stay away from the meetings. But they would again ask for more of my input.

It was about this time that Bob R. and I had a falling-out that was never repaired. He once told me what the difficulty was that prompted his decision about our relationship, but he was not willing to accept what really happened. After this, whenever I made a suggestion at committee meetings he was part of, he opposed them and sought to persuade the committee to go another way.

The office board held its next meeting on August twelfth. It was mostly routine business, except that I proposed to the board that we not renew the license agreement with the UKSO. I had come to the conclusion that most of the legal duties we had written into the agreement were not things the UKSO was incapable of doing. Under the agreement they were to protect the trademark (logo), the name, and copyrights of all literature in England. Additionally there was a provision for discount sales to the UKSO and the authority to print specified items of literature. I came to believe the WSO should supervise the legal duties, since we now had an office there and could do it ourselves, so what they really needed was a sales agreement. This is basically what I proposed.

In my report to the board about personnel, I explained the reassignment of Steve S. to work on the Traditions portion of *It Works* with the trustees. Vandy A. was moved over to take Steve's duties in PI, and Freddie A. took over the Group Services department. This was a promotion for Freddie, as he had been second in command of Group Services.

Perhaps the most vital matter of the meeting was a decision by the board to authorize entering into a lawsuit against Creative Arts, the San Jose company that was infringing on our logo and trademark. Letters to them had produced only a response claiming they had a right to use the NA stylized logo on jewelry. The suit was filed in early September. The board did not want to sue anyone, but after the board had gotten authorization from the Conference in April, and still Creative Arts refused to cooperate, we felt we needed to go ahead; otherwise, we would actually lose our ownership rights altogether. {497}

On another subject, we discussed a trip scheduled in September with Becky M. (trustee), Chuck L. (trustee), Ruben F. (conference second vice-chairperson), and George H. of the WSO, to Brazil. Also going along was a member from Portugal, to translate. Jorge, the Portuguese member, had been a Godsend. He was extremely literate in both English and Portuguese. He was a key member of the Lisbon translation team and lived his recovery in a subtle but obvious way. He was also a diplomat by nature, and would be the key to success in getting the TA and NA factions in Brazil to form one fellowship.

The board discussed attacks on the office and conference leveled by the standing minority since the beginning of June. I had written a memo expressing concern that these vituperative and false accusations about world services and the office in particular were going to present us with considerable problems unless something was done. I explained it was the responsibility of the trustees to respond to these types of accusations, but I had not achieved any success in getting the trustees interested in the battle. It seems that the trustee leadership was of the mind to just leave them alone and they would go away. And since the trustees weren't the subject of these attacks, being quiet was a way to avoid being drawn into being a target. The board discussed the memo, but took no action.

Over the Labor Day weekend, the eighteenth World Convention of NA was held in Orlando, Florida. [Ed. note: This is a mistake by Stone. WCNA- 19 was in Orlando in 1989.] The Stouffer Hotel was the headquarters site, and several events were held there. Most of the activity, though, was at the Orange County Convention Center about a mile away. We organized a continuous bus route operation that members could buy into for only five dollars. It worked quite well. Thursday night started off with Brother Rick G. (Washington DC) and Leah G. (Miami) speaking at the opening meeting.

On Friday evening, Bob R. of Missouri spoke about his recovery. It is among the tragic ironies of NA recovery that while Bob was at the podium sharing his recovery with the fellowship, his wife Nancy died. She had been instrumental in getting him to seek recovery, and had insisted he go to the convention although she was very ill.

On Saturday night, Fran O. shared her experience, strength, and hope. Her first brush with NA had been in the 1950's in New York when she first came into contact with Father Dan Egan. Frank G. of Northern California spoke at the Sunday morning spirituality meeting.

Over 6,800 people were registered, and an estimated 9,000 people were in attendance. Jay R. had been chairperson of the host committee, but the committee, for the most part, had worked together for several years and was more organized than most host committees. {498} The vice-chairperson was Charlie M. The Florida fellowship deserved high marks for putting on a great event.

Among the many brief meetings and discussions that I engaged in during this convention, I spent some time with Kevin H., manager of the UKSO. He and another member had brought over a good supply of T-shirts to sell at the Sunday open bazaar. After they had sold out their entire supply, he stopped to see me and gave me a sizable payment for the amount owed to the office by the UKSO. The office board was quite pleased when informed about this later.

In early September, we started contacting Spanish language members to attend a December workshop to begin to refine the Basic Text translation. We had already mailed out copies to numerous people, and we wanted them to study it and come to the workshop prepared to get part of it done. We had also received a paperback book in Spanish from Medellin, Colombia. It seems they had typeset the pamphlets and *White Book* and printed it as one volume. Nearly everyone was immediately concerned, and a lot of communications followed. But it seemed the Colombians were strong-willed, and intended to continue publishing

literature on their own.

On September twenty-first Chuck, Becky, George, Ruben, and Jorge visited Rio de Janeiro, Brazil. They attended meetings and met with members from both NA and TA. Their meetings seemed to indicate there were two issues that separated the two organizations. The first issue was simply one of personalities. There were strong leaders in both groups and neither wanted to submit to the other. Both seemed uncertain about the group conscience process and what it might bring. The other issue was the name. The NA side had accepted the dictate from the conference to use NA even though it caused confusion among the general public.

With the NA membership, they held a business meeting and discussed a long list of topics, reaching agreement on some. They worked on translation issues to find a practical way to use both their Translation Committee and the one in Portugal. The meeting with TA was less productive and more combative. A lot of the discussion at the TA meeting centered around the need for NA to remain faithful to the Traditions of the fellowship. Starting right out with Tradition One, it was clear that we could not encourage the two fellowships to evolve separately but both use NA literature. The traveling team urged both groups to meet and discuss unification, and they left with a better understanding that we might have to change our stance on the acceptability of using TA instead of NA as the fellowship name in Brazil.

Near the end of September, Stu and I took the long flight from Los Angeles to New Zealand, with one stop along the way. It was a {499} good time for us to be together. For several days we were able to share openly about world service and coordinate our thinking about issues the office and Convention Corporation faced. There were a few areas where we continued to see things differently, but overall, I believe the time we spent together greatly enhanced our ability to work together.

Our arrival was greeted by a contingent of members led by Janet C., the regional chairperson. Janet had arranged a meeting of their leadership, and for most of a full day and evening we worked toward finding solutions to their concerns, mostly about literature sales, Public Information, and service.

Our next stop was Sydney, Australia where we began work with Gary G., the chairperson of the host committee for the 1991 World Convention. Together we toured various facilities, including the convention center, which was nearing completion. We inspected hotels, meeting space and alternative locations in the event the convention center didn't work out. Over the first weekend in October, Stu and I attended the annual Sydney convention. It was a good event, with about three hundred members attending. Although held in a municipal auditorium, it was more than adequate. It was a great time and we got to meet nearly everyone at least a few times. We also met with the directors of the Australian service office and worked out some details of the license agreement.

During October we began a study to determine the financial feasibility of having a shipping facility near or east of the Mississippi River. We took each order for almost a full year that was from east of a line that runs north and south along the western edge of Missouri and calculated the cost if each shipment had been made from St. Louis, Indianapolis, or Cincinnati. The result was given to the board at the January meeting, after I made a site visit to Cincinnati to investigate direct costs we might encounter.

In mid-October the trustees arrived in Van Nuys for their fall meeting. On Friday they began with general discussions. Jack expressed concern that someone was sharing information from the trustee meetings in a manner that was harmful to the board. One of the trustees seemed to be suspect, but pointed out that there was not a standard for behavior or confidentiality for board members to follow. The discussion was inconclusive when they realized discretion would have to prevail, and each member had his or her own view of what this discretion would look like. When it came to the status of the Committee on NA Service, Jack stated he felt the committee had lost control of their project and saw them as being directed by the WSO instead of being self-directed. This was followed by discussion that {500} showed the trustees were unhappy with the lack of impact they were having in that committee. Actually, they were mistaken on this issue, as Chuck L. was the dominant member of that committee.

Their committees met in the afternoon. As I sat through one meeting and then listened to the reports

of the others, I was amazed. The perspective voiced by the trustees clearly showed they were looking at nearly everything as though they were the body entrusted with making primary input and final decisions. This view was shown in each issue, whether it was a project in the Literature Committee, the H&I Committee, or the routine duties of the office. It was an alarming realization. It also showed our coordinators were being pushed into the situation where they were doing much more for individual trustees and their committees than they were for conference committees.

There was a side effect to this shift that complicated the trustee meeting. Each of the trustees was becoming so burdened with tasks to perform, it was starting to take away from their regular lives. In years past a trustee might need to spend an hour every other day on trustee business, but each was now spending two, three and often more hours on reading reports, writing, phone calls to the staff, and phone calls to others. It would not be too long before they were trustees full time!

An example of the shift was their discussion about the Traditions portion of *It Works*. Their committee was trying to craft a way to compose the material and have each chapter they wrote sent out for input from the fellowship. However, they felt that all the trustees should see and be able to have input on each chapter before it was sent out by committee. And they intended to send out each chapter separately. The committee was looking for ways to involve RSRs and regions in the project too. The logistics of keeping track of twelve chapters, first in committee draft, then factoring in full trustee input, then creating a second draft to get general input on, was a job requiring more people than were assigned to the project. Danette, who was managing this project for the trustees, even expressed the need to hire a consultant to help. I was not surprised, and not really offended that they didn't want another staff person in lieu of an outside consultant. It was clear from Danette that she felt she would have more influence over a consultant than over another staff member.

Even reading the reports of Danette's committee years later, it is clear they were either very confused, or were moving towards making their effort to compose the Traditions portion of *It Works* into a permanent literature writing empire. However, a plaintive note near the end of her December 12, 1989 report, after having had four separate three-day meetings since the conference, probably explains their {501} confused state of mind. She wrote, "The committee members agree that we need to continue asking ourselves how much input constitutes a majority opinion or a need to reconsider committee decisions. When do we finally settle on something? The committee recognizes more than one dilemma. We are getting input on already existing review drafts, then we must develop new drafts to be put out for more review. What is our responsibility?"

But the clearest example of the trustees wanting to take over came from Danette's committee: "The committee discussed the different relationships which existed when utilizing a project consultant as opposed to a fulltime staff member. A project consultant would be recommended and supervised by the committee. Responsibility for approval of hiring would be with the BOT [Board of Trustees], and finalizing contracts would be a WSO task." If this plan had succeeded, it would have led to a body of special workers managed by committees, and the office would have been emasculated. I decided to strongly resist this idea.

Later, when it came to full trustee board discussions about their desire to have impact over some other projects the office had already been managing for several years, I was quite resistant. In the area of helping new fellowships and addressing their literature needs the trustees normally received reports from us about such contacts and what was done with them. However, in this discussion it was clear they wanted involvement in each contact and oversight authority.

The recent trip to Brazil had apparently provoked this change. It seemed they recognized they were unprepared for the trip once they got there. Their solution was to require trustees to be on all future international trips. In this way, it seemed, they would become fully informed. They failed to recognize that such visits were an integral part of the week-in and week-out contact with these fellowships. In order to begin to make a trustee role effective in these circumstances, the trustees who went to these places would

have to spend much more time having direct contact with these people before and after such visits so there was follow-up and consistency.

It was not realistic or practical for the trustees to spend the time working with non-US fellowships they visited after the visit was over. It was an inefficient and wasteful concept, but the trustees seem never to have learned that.

The issue Jack had raised, about influence by the staff in the *Guide to Service* committee, was not an unfamiliar concern. For some time George, who had worked with the committee since I dropped out sixteen months earlier, was getting tired of always being the whipping post for everything that didn't go the way Chuck wanted. Jack was just echoing Chuck's desire to get George out of the way. {502} Frankly, I too felt it was time to rescue George from continuing to be burned by the turmoil that came from that committee. Soon after the trustee meeting, George assigned Steve L., who had been our H&I coordinator, to take over the support for the Committee on NA Service. We decided, at the same time to shift Freddie A. from Group Services to H&I and look for another coordinator for Group Services.

When the office board met the following weekend, various regional service officers were present. Visiting from the Carolinas were Mary Kay B. and Andy K. From the MidAmerican region were John B. and Curtis B. They had been invited by the board as part of a pilot project I recommended to bring two representatives from two regions to each board meeting. I felt this was an effective way to combat the standing minority attacks on the office and world services. When the meeting was over, they were put on the spot to respond to the question of whether having them visit the meeting was worth the expense. Their affirmative response convinced the board to continue.

The meeting was mostly routine, and no major decisions were made. But when a report was given about the trustee discussion on the Committee on NA Service, the board decided they wanted to have greater involvement in *Guide to Service* decisions too.

I had our attorney Don Corliss come to this meeting to present a summary about his research to date in getting a conclusive report on the tax status for the fellowship. This report, the first of three, centered on groups and committees that collected less than \$5,000 per year. Those, he stated, would normally fall under the "De minimis Exemption," a section of the code that would exempt them from filing tax returns. Their basic requirements could be met by keeping records and abiding by the Traditions, as well as a few simple guidelines that could be written into a handbook from the tax code. The next phase would be to present a report on how best to handle groups and committees that collected more than \$5,000 a year.

Since the French Basic Text printing was soon to be completed, the board discussed what cover stock to use, and how best to commemorate the completion of this first Basic Text translation project. It was decided to send 2,000 copies directly to the Montreal Service Office (they would hold the WSO share of sales income until we asked for it), and send both Donna M. and Anthony E. to Montreal to a special meeting and dance they were holding as a celebration. They authorized the simultaneous shipment of five hundred copies to the fellowship in Paris and five hundred to the ESO for later sales to France.

Near the end of October, George, Chris C. (Miami), and I traveled to Puerto Rico to meet with their fellowship on office matters and to discuss translations. We had invited representatives from Medellin {503} to come to this meeting, thinking it would be easier for them to travel to Puerto Rico. Unfortunately the Colombians were unable to get to Puerto Rico, so George and I concentrated our efforts on literature issues in Puerto Rico. They were in contact with the Colombian members and wanted to use the translations they had produced, but the matter was not decided at that time. From Puerto Rico, I flew to Cincinnati and spent three days investigating costs for industrial space, telephones, utilities, wage costs, and other items necessary to help us determine the costs associated with operating a shipping office there. From there I went to St. Louis for the conference workshop.

By the time this conference workshop was being held, my participation in the conference committees was substantially diminished. Although I was there and available when some question arose, George and his staff had pretty much taken over the office's role in the detailed discussions within the committee.

George and I would discuss the major issues in each committee, but mostly he was by then operating independently. He had my complete confidence; anything he decided the office would commit to, I would stand behind one hundred percent.

For the most part the meeting was rather mundane. Since the committees were not expecting to finalize motions for the conference floor at this meeting, they were focused more generally on projects that might be worked on during the next conference year. One of the important issues resolved that weekend was the plan Bryce had been working on for the development of the Steps portion of *It Works*. Over the previous five months, he had been refining his plans to use a "staff team" and a small editorial committee within the Literature Committee. It had been a long road up hill to get the full Literature Committee to support the idea and the specific plan. It was thoroughly reviewed and debated in St. Louis and then adopted.

December was a typically busy month. For me it really started on November twenty-first, as I boarded a plane for London. I spent several days working with Lizzie, our employee at the European Service Office to make sure we were doing everything we could to make the office productive. I also met with Kevin H., who announced he was leaving the UKSO. Later I advised the board about this and suggested the UKSO may not last long without him. Kevin had sacrificed a lot to work for the office and his departure was sure to be a serious blow.

The next stop was Lisbon, Portugal, where I was met by Jorge M. Jorge was with me most of my time there as a guide and interpreter. I was greatly impressed with the fellowship in Lisbon. Although there were only a few with more than a year in recovery, and there {504} were only nine groups, they had a lot of spirit and energy. We had been sending back and forth copies of pamphlets they translated and were now in the preliminary typesetting stage. We worked most of the day, and that evening we met with the area service committee to go over a long list of things they wanted to discuss. On the second day we visited an attorney they had selected to help complete papers to register with the Portuguese government. Every organization has to register with the government, and the local fellowship had requested our help in getting this done. Later that day I met with the members responsible for managing the committee to host the 1990 European Service Conference.

I left on Wednesday and spent the evening at Heathrow Airport. Jamie came out to have dinner and talk about how the ESO was doing. The next morning I flew to Miami for the translation conference on the Spanish Basic Text. Upon my arrival, George informed me he had received word from two different doctors who had each translated the Basic Text, one into Hebrew and the other into Arabic. We decided to address that when we got back to LA.

The Spanish translation conference was an unbalanced working group, and unfortunately there was a disagreement about who should chair the meeting and why. Five members had come from California, two from Miami (including the chair of their Spanish Translation Committee), and a member from Puerto Rico. There was also written input from Peru, Colombia, and Panama. Several from New York who promised to be there didn't show. "Stretch," the non-addict trustee came, as did Bryce, the chair of the Literature Committee, and George. We had asked a member from California, Ledi M., who is fluent in both Spanish and English, to chair the meeting. She had enough recovery experience, time, and understanding to chair a meeting of this type. She did well, once we got into the material.

The first afternoon was spent discussing procedure, and they then worked to finalize the Steps and Traditions. Saturday work began on the Text material. It went slowly, but in the process we came to some basic understandings about how we would approach translations. By the end of work on Sunday, fourteen pages had been completed. A second meeting was tentatively scheduled for early in 1990.

When we got back to LA, George and I set out to get all the facts about the Hebrew and Arabic translations. It had started about a year earlier when George had been contacted by a medical doctor in Miami who ran a treatment program. He was interested in making a translation into Hebrew. A separate contact came about the same time from yet a different doctor asking George about translation into Arabic. No oth-

er communications had been received from either. But it turned out both had moved ahead and completed the translations. {505}

Discussions with the doctor who had done the Hebrew translation did not go well. The doctor agreed to sign over any rights he might have achieved by doing the translations if a credit page would be inserted acknowledging his treatment center as the source of the translation. We explained this would be a violation of our Traditions – a fact we would have expected him to know. He gave us an ultimatum, either we agree to the acknowledgment, or he would publish it through an agency of the Israeli government. It seems his treatment center in Miami has good contacts with Israeli officials, some of whom may have come to his center for treatment. He also admitted using many of his patients to do the translations. We explained he could not do that, and after discussions with Jack and Stu, followed it up with a letter from our copyright attorney. In order to help work out a deal, I asked Jack and Stu to take over the negotiations. Jack later visited the doctor to find a resolution.

The other doctor was affiliated with a treatment program in Cairo, Egypt. He had done the translation in the hope it would facilitate the formation of NA in Cairo. George and I talked to the doctor and to a contact he had made with the Cairo office of the US Information Agency (USIA). The USIA was responsible for helping the Egyptians to do something about drug addiction, and helping NA start in Egypt seemed to them a great idea. The USIA officer expressed a willingness to publish the book at their expense if we would give consent. Both men were very reasonable and willing to assist in the publication in any way. Phone calls were subsequently made to Stu, Jack, and Bob H., and they all agreed that a team should visit Cairo as soon as practical to keep this project going. Since George was already scheduled to go to London in February, we decided to extend his trip to include Cairo.

In mid-December the most recent rendition of the *Guide to Service* was printed out for circulation and comment. The committee had specifically asked that I respond to their draft. It described a single world service board, with the kind of power and isolation that the AA trustees had. I didn't begin to write my opinion right away, as I had just finished an essay for them concerning the international fellowship. Boiling its seven pages into a few sentences is unfair, but the premise was that nearly all of the non-US fellowships are so different that allowance needs to be given to recognition of that difference. The American (and probably Canadian) fellowship was likely to be the only place where members would be able to involve themselves in a service structure like the committee was describing. The cultural and financial differences put barriers in the way of them participating in the service structure like some Americans do, and as a consequence, {506} writing a service structure based on American capacities and experience was wrong.

We began in early December to assemble the budget proposal for the following year. With Anthony, Lois, and Trish doing the work, and with most of it from computerized data, it was easier this time than before. With the record keeping they maintained, it was possible to devise a detailed budget, plus budget supplements in fairly short order. Budget supplements were budgets for individual projects, like the ESO, where we wanted or needed to account for income and expenses separate from the general budget. This budget had several budget supplements.

Another financial report was made while Christmas shoppers were crowding the stores. Anthony, Bob S., Lois, Vida, Trish, and I were digging out facts concerning the costs of getting literature into the hands of Canadian members. In a thirteen-page report, we demonstrated, to our own astonishment, that we would save money if we opened a shipping office in Canada. Our study showed that, if we could find a part-time shipper, honest and true, we could ship throughout Canada from Ontario and save money. The delivery time to members in Canada would be cut by more than seventy-five percent. The report was sent to the board for consideration at the January meeting.

Also just a few days before Christmas, the records of the Convention Corporation were audited by the IRS. We had received notice of their decision and set a date for the auditor to inspect the books and records from the time the corporation was created in 1986. The audit took seven hours, but when the auditor left, she stated she was impressed with the corporation's records and fiscal handling practices. We later

received a letter supporting a favorable finding. Having gone through this audit, we knew what to expect if they decided to audit the WSO. We knew we would be able to withstand even closer scrutiny of the WSO financial, managerial, and procedural investigation by the IRS.

The JAC met on Friday, January 4, 1990 to prepare the *Agenda Report*, work toward implementing simultaneous translations at the conference, and work on a budget. One by one the motions proposed for the *Agenda Report* were considered, and a few were slightly modified. Surprisingly, a budget was adopted very quickly. Sharie had presented a base line budget and an optimal budget. The optimal included the entire "wish list" of expenditures everyone submitted. The base line cut each committee down to a more realistic figure.

The primary issues before the office board when it met the following week were adoption of the budget and a series of policies the board had been moving toward in recent meetings. The budget was {507} adopted, including some supplemental budgets: one for the ESO and another authorizing us to open a shipping office in Canada. On the trademark infringement lawsuit, we advised the board that a pre-trial conference between our attorney and theirs had been set for the middle of March. The objective of that conference would be to examine the grounds for our complaint and their defense. I was pleased to announce to the directors that we had selected Andy M. from North Carolina to be the next editor of the *NA Way* magazine. Twelve applications had been received, but Andy was the best qualified and suited for the job.

In January we mailed a special two-page report on banking and taxes. Incorporating the knowledge learned from our attorney, we were able to provide concise and usable information on what groups and area committees should do to comply with the law if they receive less than five thousand dollars a year. For groups and committees that collect more, guidance was also provided, but it was a little more intimidating.

At last, after six and a half years in my position, I had finally finished a job that I saw on my first day of work would obviously need to be done. I was only disappointed that it took so long. Unfortunately, I was to later learn that few groups were actually complying with the information we provided.

On January eighteenth, the second meeting of the Canadian Assembly took place in Calgary, Alberta. On hand was most of the group that had assembled six months earlier. When the regions each reported on their local fellowship's discussions about the formation of a Canadian Assembly, there was unanimous agreement to keep it going. The idea of a Canadian convention was also endorsed. Since the last meeting, the WSO board and staff had been moving in the direction of having the WSO open a branch office in Canada from which to ship Canadian literature orders. Since it became obvious the Canadian fellowship was unable, at the time, to organize and finance their own office, this idea seemed to be an acceptable solution. I came home from this meeting extremely pleased with how the entire venture to get the Canadians together and to resolve their literature shipping problems had succeeded.

Near the end of January, George went to London to work with Lizzie at the ESO for a few days. By prior arrangement, he and Lizzie then flew to Cairo to meet with the members there and the doctor who had translated the Basic Text into Arabic. It turned out to be a great visit. There were three members with some clean time, and they were the strength that held the young fellowship together. They had been working with Dr. Laza and were using his translation in their meeting. George felt it would be economical and practical to print the book there, once the translation was finalized, a process that {508} still might take a year or two. George called to give me a progress report on the Saturday morning of the trustee meeting.

The trustees met again on the first weekend of February. They continued their march toward direct control of even the most routine items. When discussing a letter that had been received from someone in Russia, something for which the office would historically have drafted a response to provide Jack for his concurrence, they decided to do it differently. The minutes show, "A request was made by Jack to have all members respond to the questions in the letter and send their input to WSO staff to assist him in drafting a response, with staff assistance."

When the trustees discussed their interaction with the WSO board – a subject Jack had put on the agenda – it became a very revealing discussion. The core of the concern was a feeling among some trus-

tees that the WSO and staff were continuing to exercise authority and make decisions that the trustees wanted to control. Jack was concerned that the trustees should expand their authority so as to fulfill the illusion among some members of the fellowship that the trustees were truly in charge of world services. This was truly the issue. It was a test between those trustees who wanted full control, and others (myself included) who felt the service structure didn't provide for a single board to be in control.

The discussion over who was in control, the trustees alone or a combination of service boards, came back again and again over the weekend. When the weekend was over, the issue was not resolved. The trustees didn't get from Stu or myself a statement of capitulation that we would henceforth defer every decision to them and help dissolve the conference system, because it was inefficient and ineffective, aside from using up all the money that the trustees needed.

Although I was not aware of it at the time, looking back in the minutes of their meeting, it seems clear now that by the end of the February meeting the trustees knew they had to remove me so they could fulfill what they felt was their destiny: to control the office. As I write these words, I am filled again with astonishment that a board of volunteer members of any organization could think that it was practical to control, as a group, the daily work of an enterprise as complex and large as the World Service Office.

I arrived at the airport on February twenty-second a little after Stu. Our destination was Phoenix, Arizona for a workshop on service offices and conventions. As we waited to board the plane, we talked over business, as usual. Only this morning I had determined we would talk about my resignation. Finally, when we were seated in the air I explained I had pretty well decided that I would leave NA {509} soon after the World Convention in Sydney, Australia, about eighteen months from then.

After getting his agreement not to discuss this with others, I felt secure in going over everything. I told him I didn't want to leave until that convention was over, although I didn't intend to go to the event. It was such a financially complicated event, that I felt an obligation to stay until then. Besides, someone had to stay and manage the shop while most of the leadership team was at the convention. I suggested a timetable that would have me make the announcement in June, after which we would have a six-month search period and two months for my replacement to get moved. That would allow my replacement to work alongside of me for six months or more.

He thought it was a good schedule. We then began to go through the list of people we thought were serious contenders; Chuck L., Steve B., Donna M., Jack B., Bob R., Kim J., Anthony E., George H., himself, and a list of less probable applicants. After we discussed the pitfalls of each candidate and dismissed one after another from probable selection it was obvious that he had the fewest enemies, the most managerial credentials and was the most probable successor. The only drawback was having a girlfriend who worked at the office.

And other than George and Anthony, his selection would have had the least negative impact (that of resignations from people who would prefer not to work under him). He agreed. He felt that his chance would diminish if he were the chairperson at the time the search took place, so he said he would not serve for another term. We both felt he could remain chairperson of the Convention Corporation until that term expired in November.

His two concerns were about the salary and benefits package I would recommend to the board as the place the successor should be started at, and who was going to succeed him as chairperson of the WSO board. On the salary issue, I responded that it should be not much less, if at all than what my salary was at the time. I suggested he think about it himself and let me have his suggestion. About a week later he gave me a handwritten list of his salary and benefits needs. They were entirely reasonable, I thought, and put his note in my files.

About his successor as WSO chairperson, he wanted to bring Bill W. (New Orleans) onto the WSO board, as he felt it would be better for the fellowship if Bill took that position. I agreed that Bill would be a fine choice, but Bill was not likely to come to the conference simply on the chance he might get elected to

the WSO board. We both felt it would require some convincing, and agreed to talk to Bill to see if he were willing. Over the following months we worked together to encourage Bill's election to the office board. {510}

The flight was nearly over before we were finished, and just as the plane was in the landing glide, a lady in the seat behind us interrupted our discussion to ask a few questions. She was a member from Ventura, unknown to both of us, who was going to the workshop. Her questions were about the workshop, and I guess she just wanted us to know she heard everything. I was terribly embarrassed to have discussed such a delicate matter in the presence of anyone who might have had the slightest knowledge of or interest in NA. I know Stu was too.

The workshop went quite well. Stu and Anthony did their usual superb job of teaching about how to run good conventions. Steve S. and I handled the office part with a routine that we were accustomed to. We even had both working groups together while I explained the complexities of tax regulations and our need to maintain control over copyrights (speaker tapes mostly) and trademarks on merchandise.

Just a few days after the Phoenix workshop was over, most of those who had attended the Albuquerque workshop the previous summer were back at the same hotel for "Albuquerque Two." Going back to the same hotel for Albuquerque Two was probably a good idea, since by then we all knew our way around. Frankly I was a little unprepared for this meeting as I had been so engaged in other things just prior to the meeting. I had not fully digested some of the new material written since December, although what I had read, I didn't like. It seemed like I was slowly getting out of step with what the committee was putting on paper. They had stuck hard and fast to the single board concept.

When the roundtable discussion began, I slowly got a sinking feeling in my gut. It was pretty clear that only one voice was getting across. This one point of view was coming to dominate and all opposing or questioning views were hammered hard by Chuck. He had become convinced that the single board concept was critical to the future of NA, and no other alternative could be considered. For my part, I considered the concentration of power and authority into one board unthinkable.

History has shown the results of such concentrations, and calamity is always the result. A balance of power, a sharing of the overall responsibilities among several power centers, has proved to be the least likely way to find an organizational feud resulting in collapse. The history of NA had clearly shown the pitfalls of centralization of authority and control. The battle in the early 1980's between the office and the trustees on one side, and the Literature Committee on the other, was a perfect example of why centralization of authority and control was bad. Had there been only one board at the time, the dissident voices would have been pushed aside. {511}

Chuck and I began to butt heads violently over and over on the issue of the one board concept. I used the reference point that the Select Committee had not shown that the current structure didn't work, so there wasn't the need to make a radical change to fix it. "If indeed the current structure – a balance between the conference, trustees and office – was incapable of working, then truly a new design is warranted," I argued. "But first we need to conclude that the existing structure was either in collapse or deadlock." Despite the acrimonious exchanges that went back and forth, no one ever answered that basic question or tried to show the existing structure was unworkable.

A few, like Jamie and Biff, did oppose the one board concept, and spoke to that view quite eloquently. Some of the staff members joined in to oppose it, but the opposition simply brushed off their comments as automatic reflex to "support the boss." Those with such thoughts didn't understand that the staff was free to – *expected* to – voice their own opinions.

At the end of one session of confrontation, I went directly to my room and cried. I was reluctant to return to the meeting, as it was clear that either he was wrong and was going to have it his way regardless, or I was out of step and shouldn't be in the way. My first conclusion was that I should simply call it quits and not return to the fight. I had pretty much reached the end of my tolerance for these emotional fights. My only thoughts were about packing, going to the airport, and flying home.

As we went back at it later that day and the next, I lost more and more heart for the struggle. It was clear to me I had to get away from this insanity. NA had grown in the past ten years from a small fellowship, less than three hundred meetings, to over fifteen thousand meetings. The structure, although it had some weaknesses, was basically sound and provided the fellowship with the kinds of protection it needed. To see it captured by a power hungry but determined clique was so disheartening I could not see myself standing by and watching it happen. I would have to resign. Much of that meeting is still a blur, but the most clear memory is concluding to myself that I would make announcement of my departure at the June board meeting.

A few days after our return, I visited with Don Corliss, our tax attorney. He had been researching the IRS problem for groups and committees with income in excess of \$5,000 and was close to having that phase all wrapped up. Conversations with our copyright attorney, Theresa Middlebrook, were made routinely during those days, as we had so much going on through her office. During a call that week we set a date for another conference with the judge in the San Jose lawsuit for the middle of May. We hoped, at that time, to have the {512} judge rule in our favor to the extent of giving recognition to our rightful ownership of the various emblems used as our trademarks. Stu and I would both go, although we also invited Jack.

Since we had filled all of the coordinator positions, and both George and Anthony were working at full tilt, I found time to begin working on my annual report early. The office was generally running well on its own, and this gave me the freedom to concentrate on selected projects. While I was having the staff gather data for the report the last installment of the "legalese" from Don arrived and I began to revise that to NA language and reading style.

At the March directors meeting we had Sarah L. and Omer G. visiting from the Oklahoma Region, as well as Rogan A. and Gailla R. from the Volunteer Region of Tennessee. After the routine discussion of financial matters, I spent some time explaining the changing financial condition of the office. Until then, I reported, the office income had been increasing. However, I explained we had reached a peak in sales and we should not expect them to increase. At best, I suggested, our income for the next few years might grow slowly. The biggest fear was of a downturn in the US or world economies, as we had not experienced one in seven years. We needed to increase prices or plan for gradual decreases in expenses, just to be prepared.

International matters took up a lot of the meeting; we discussed the sales agreement that I was proposing to replace the license agreements. Stu, Chuck, and I were directed to visit the London office and the fellowship in Germany to propose new sales agreements. We also discussed a meeting being held in Medellin, Colombia to help them form a region, and discuss their printing plans for all of South America. The board decided to have me attend.

Following the Board meeting, Anthony flew to Southeast Asia, and was met in Singapore by Mario. They traveled to Calcutta and Bombay to meet with the fellowship there. They discovered the fellowship was small and mostly from a bilingual upper/middle class of people who spoke Hindi and English. They also met with treatment centers that would be influential in directing addicts to the NA meetings. They committed us to providing literature free to our meetings there for two years. After three days, Mario then returned home and Anthony flew on to London to work in our office there for a few days.

While Anthony and Mario were heading for Singapore, Stu, Chuck, and I boarded a plane bound for London. After a quick visit to the ESO, we met with the UKSO Board of Directors. It was an inconclusive meeting. Stu pressed hard to have the UKSO make full payment for the amount of literature they had received on credit, while they were hinting at asking to be absolved of the debt. Stu even {513} offered to allow them to repay the nearly \$15,000 over a long period of years. Recognizing the license agreement wasn't really working, we proposed adoption of the sales agreement the board had considered.

The following day Stu and Chuck had other chores while Lizzie and I drove to Avon to meet the printer the UKSO had been using. After the visit and some negotiation I decided to do a small amount of printing there to get some experience with them before we made a large or long-term commitment. The next

day, Stu, Chuck and I headed to Barcelona. There, Sylvia K. and Eddie McG. took us to an attorney with whom they had arranged a meeting. The meeting was directed at getting registration accomplished with the national government so as to comply with the laws for organizations like NA. The rest of the day was spent discussing needs of the Spanish fellowship.

Friday afternoon we arrived in Frankfurt, Germany. That evening we had dinner with Ralph K., Sylvia K., and Uli Z. at their favorite Chinese restaurant. It was a unique experience listening to a Chinese waiter speaking in fluent German. From there we went to a recovery meeting. The following day we had an extensive discussion with their Literature Committee. Until that meeting we had never been informed of just how much – or how little, as it turned out – literature printing they actually did. We also discovered they were printing and distributing literature at their own cost, generating no additional funds. On the translation side, we were happy to hear they were finally satisfied with both the procedures and the product.

Since the Basic Text translation was on its way toward being completed, we encouraged them to develop a process that would lead to the writing of stories in German to be submitted to the conference for approval. These could then be added to a later edition of the German Text. It would take years, we thought, so starting now seemed appropriate.

Stu returned home on Sunday while Chuck and I went to Stockholm. There we met on Monday with an attorney during the day and then a service committee after dinner. It was a productive day. We made arrangements to simplify the translation and typesetting processes. The next morning we flew west: Chuck back home and I on to Canada.

In Toronto I met with an attorney to help pave the way for our operations in Canada. Anthony arrived an hour or so later. He had scheduled one day in Toronto on his way back to the office from his journey to India and England. We went to inspect convention facilities. Afterward I searched for a small office in an industrial building that we might lease. That evening I met up with Anthony again and we had dinner with the convention host committee. {514}

Finding a place for the shipping office was easier than I thought it would be. In less than a day I found just the right office, not too far from the international airport, and signed the necessary papers. I called the Executive Committee and secured their consent. Over the months to follow we obtained the necessary equipment and made shipments of literature. By the middle of the year we had an office up and working. A part-time worker was found within the fellowship, and by summertime, orders for Canadian destinations were being shipped from that office. Over the following years it has remained in the same location. The project has proven to be practical and financially successful. I was really pleased that a solution to the distribution of Canadian literature orders was resolved before I left the WSO.

The next day I flew to Miami, Florida where I hooked up with a member who had business in Central America and spoke both Spanish and English fluently. His name was Jorge H. We then flew to Medellin, Colombia to meet with their service committee. This was in the midst of the kidnapping and assassinations then going on between the drug cartel and the government, so we were feeling a bit cautious.

The following morning we visited the service office that the area committee had established and met the local leadership. We then drove up the side of the mountain to a church retreat center where we held the meeting. This was their first regional meeting, with representatives present from each of the nine cities with NA meetings. From their reports it seemed there were about seventy meeting in Colombia. It was a productive time. After much discussion, they came to understand the limitations we were going to enforce on their production of literature. I tried to explain they could not simply set out to print NA literature without WSO authority, and that we would need to establish an agreement about it. I explained we were receptive to allowing them to print in their own literature for Colombia, but it would have to be part of the agreement. And although they wanted to have their office in Medellin serve as the single source of literature in South America, I clearly explained to them, through Jorge, that we could not consent to that. Although they took the refusal with grace, I could tell the issue was not entirely over. Without Jorge as interpreter and guide, the trip would have been wasted. The good relationship that came from this trip is due

mostly to him.

Bob H. called the 1990 World Service Conference to order on Monday, April twenty-third, at 9:07 AM. Fifty-eight regions answered the first roll call, along with eight trustees, eight conference officers and Stu representing the office board. Even before new regions could be acknowledged, a parliamentary fight over conference {515} procedure and making the meeting "smoke free" consumed over an hour and a half. Eventually two new regions, Northern New Jersey and South Florida/Bahamas Regions were acknowledged and added as voting participants. Parliamentary infighting took over again for another three hours followed by an open forum discussion, which consumed the rest of the day and most of Tuesday. The "hot" topics were conference budgeting, priorities, and long-term planning.

It was after 4:00 PM Tuesday when scheduled business began. It started with debate about the desirability of resurrecting a Finance Committee to remove the current stalemate between the trustees and conference over budgeting and setting priorities for spending. The motion that arose from the debate was committed to the JAC, BOT, and BOD. That evening, the cost equalization plan was presented as a policy to be included in the annual budget. The motion and its particulars were fully debated and then failed to get enough votes for adoption. Again, most of the discussion centered on funding, budgeting, and setting priorities, but nothing was resolved.

On Wednesday morning, Jack gave a report from the trustees. His fifteen-page report contained nothing to suggest dissatisfaction with the WSO or the ability of the trustees to get along with the Executive Director. Although the report gives details of trustee activity in numerous fields of work normally assigned to others (the Literature Committee and the office most notably), they offered a revised edition of their guidelines, which continued to state, "The WSB does not govern. Its nature is that of a custodian, providing guidance."

Their proposal, to revise instructions they had been given a year earlier to compose the Traditions portion of *It Works*, was adopted. This gave the trustees a free hand at establishing how they would proceed to get that work done. In a matter only slightly related, a motion was made to have "the copyright of all NA literature be taken out of the WSO and put in trust to the BOT," which was committed to the trustees for consideration. Other motions followed that might have given the trustees wide powers over setting priorities and perhaps control of the selection of office directors, but these were all sent back for further study and consideration.

The WSO report then followed. It was a short report. The written part was lengthy, as usual, but my oral part was over in about a half hour. And again I was given a standing ovation for service to the fellowship. Discussion then ensued concerning the election procedures for World Service Office directors. This discussion was shaped into a motion and given to an ad hoc committee, which was asked to report back on Friday. When the report was made, it was again referred to the directors and trustees to discuss during the following year. {516}

When the Committee on NA Service reported, they were given another schedule for completion of their work, but no direction about the big issues they were discussing. Later, when Barbara J. reported on the H&I Committee, a motion was adopted to approve the publication, *Behind The Walls*.

On Thursday morning, Bryce gave his Literature Committee report. Their proposal to adopt the revised *Group Booklet* was approved. The previous pamphlet, *NA Group Starter Kit*, was removed from the list of approved literature, and the office was instructed to develop a "starter kit" of materials to be included with the *Group Booklet* when it was requested. As usual, there were a lot of motions about literature matters. As they dragged on, the committee's proposed amendments to their guidelines were approved. Among them was a change, which allowed the committee to use the staff team writer concept the committee had piloted in compiling the Steps portion of *It Works*.

In a change from previous years, the budget was proposed and adopted on Thursday. Unfortunately, the conference adopted the full or optimal budget with an expenditure level of \$409,900, or about \$150,000

more than would actually be received. This set the stage for trustees, when the time came, to demand their full optimal budget allocation, even though that would make it impossible for the conference to operate.

The election was again held by ballot and the results were announced after the budget was approved. Ed D. (Massachusetts) was the new chairperson, Ruben F. (So. California) vice-chairperson, Barbara J. (So. California) second vice-chairperson, Tom R. (Sierra Sage) Treasurer. New committee officers were Debbie O. (Virginia) Policy, Pete C. (Carolinas) H&I, Steve R. (Florida) PI, Bryce S. (Georgia) Literature. Elected to the WSO board were Jamie SH., Tim B., and Mary Kay B. Regarding trustees, Steve B., who had served on the trustees before, on the WSO board as chairperson and as conference chairperson was elected on the first ballot. No other trustees were elected.

When the conference returned to other business, an allocation of \$15,000 for oral translations was added to the budget for non-English speaking regions to participate in the next conference. And although the conference continued to work for another eleven hours, very little was accomplished. I thought it was a particularly unproductive conference meeting. Too much time was spent in "committee of the whole" discussions, and the use of parliamentary gymnastics distracted the conference from really moving ahead. Besides that, the standing minority had several strong members who carried along with them several poorly informed RSRs. This allowed the {517} conference to be diverted from addressing important issues, instead spending a lot of time on procedural fights lacking in substance.

In the "off the record" discussion periods, a lot of exasperation was expressed by participants at the lack of focus, and the fight over control of the conference budget. Overall, there was an overall lack of confidence in world services. This led some trustees to mistakenly conclude that they were given direction to do things that the conference had not actually asked them to do. Several trustees elected to use their interpretation of this consensus as authority to move ahead with their own agendas. This was made easier as the year unfolded and the new Conference Administrative Committee proved to be unequal to the task of holding their ground when the trustees started taking over.

When the conference was over, I was pretty disheartened at the lack of focus and resolve of the Joint Administrative Committee that came to power. In previous years I had confidence that there were leaders among the fellowship that could keep the fellowship on an even keel. This conference meeting had shown how frail that balance was and forecast a decline in conference authority. As usual, a May meeting of the JAC was scheduled so as to more fully lay out the plan for the year.

In the days leading up to the JAC meeting, a conference call was held among some of the trustees. In the call, their written report declares, they concluded to resist any reduction in funds they felt they needed, even if to do so was at the expense of the operation of the conference. And in a post-JAC report, Becky, who represented the trustees at the meeting, gave a list of even more work they proposed the trustees take on.

At the JAC meeting, the budget problems were not resolved. The trustees held fast to their claim on all the money the conference had authorized for them, regardless of its impact on conference activities. Although they attempted to move in the direction of opening up the WSO budget to their control, the rest of the JAC was not so inclined.

About two weeks after the conference was over, Stu and I flew with Theresa Middlebrook, our copyright attorney, to San Jose to meet with the Judge in our trademark infringement suit. For several weeks we had not been receiving good news about the status of things. It seems that judges in Federal District Courts are bound by precedent, and precedent wasn't working in our favor. In a case between Ford Motor Company and a small company that made floor mats with the Ford trademarked logo, a judge had ruled that Ford had lost the right to enforce their trademark rights, since Ford didn't make an identical product. {518}

The lawyer for Creative Arts was trying to use this precedent as their defense, believing the Judge would rule in his favor. His defense was that it was not a matter of right or wrong, but of precedent. Our argument was that we were clearly in the right and he was clearly wrong and he should be ordered to stop.

However, in the meetings with the Judge, the Judge indicated he was going to follow the earlier ruling and that we should work out some compromise that gave Creative Arts a license to use our logo.

We explained to the Judge that our members went by a code that requires rigorous honesty, and this was not a rigorously honest way to resolve the matter. Our Traditions prohibited us from affiliation (as our members would interpret this) and we could not consent to such an arrangement. He kept the matter under advisement, and we flew home angry and disillusioned.

The weeks leading up to the annual meeting of the Board of Directors were routine. Stu and I talked about the agenda and what decisions he wanted to be sure we made during the meeting. We agreed once more to forgo a raise and add another month's salary to the reserve for my eventual departure from the WSO. Stu didn't show in any manner that any of the trustees had discussed with him any concerns about my leadership. The only thing different was, as had been in the planning for months, the trustees were going to start their meeting on Friday morning, the directors that evening, and a joint meeting of both boards was to be held on Saturday. Everything was set for another productive and uneventful meeting.

The trustee meeting started on Friday morning with its normal routine. The staff gave reports on their activities since the last meeting and advised the trustees of new developments. When we broke for lunch, Jack announced that the trustees would have a closed meeting when they returned; all staff, including myself, were to be excluded. {519}

Chapter Twenty

I Was Stunned

The Board of Trustees had been in their closed meeting for over four hours when they sent for me. Upon entering the room, I noticed that the smiling faces and jovial attitude normally present at breaks in their meetings were totally absent, and concluded this was indeed not going to be a pleasant discussion. This was the first time the trustees had excluded me from any discussion in the entire time I served with NA, so my heart was pounding quite fast. [Ed. note: see Appendix A]

Jack was at the head of the table, and the only empty seat was at the opposite end. As I sat down, the door was closed, and after a moment Jack began.

“There is no way to make this easy or pleasant, Bob, but the board has been discussing your tenure as Executive Director. No one has ignored the invaluable contribution you have made to Narcotics Anonymous and all the things you have done for the fellowship. No one can take those things away from your service to NA.

“But the board is of the opinion that NA is going in new directions, and that you would probably not be able to adjust to the kinds of changes that are necessary. It is not that you have done something wrong. The board just feels that you will be unable to cope with the changes that will come about. Because of this, we feel that a change in management of the office is in the best interests of the fellowship. The trustees are therefore recommending to the Board of Directors that your contract not be renewed.

“Is there anything you would like to say about this?”

I was stunned! Waves of heat flushed through me as I tried to comprehend and organize my thoughts. Dozens of ideas whizzed by, but I was too numb to catch them or even make sense of the images they carried. I was fighting against this electrical storm in my mind as I tried to fathom why they had decided this – what should I say, what words could I use? In just a few seconds my world had been turned upside down. Without hint or warning, the Board of Trustees had decided to boot me out. Through the shock, I began to feel like I was inside a roaring fire, racing in circles. I needed to say something, but what, and will the words come out? {521}

What could I say? Having had no warning that day or any day previously that the trustees felt a change was necessary, or that I could not adapt to the changes taking place, my mind could not come up with a rational defense.

The World Service Conference had ended only thirty days before, during which I had been lauded by the trustees and the conference for another year of excellent performance. In the weeks leading up to this meeting, not one member of the board had suggested to me or to the office directors that I should not be retained another year.

Yes, there were three trustees who considered me their enemy because I frequently opposed their power grabs, needless junkets at NA expense, and self-promotion, but I never suspected they would convince the others that I should be disposed of. Nor would I have suspected that those among the trustees who had been my close friends for many years would have, in four hours, turned against me in such a callous manner. Frankly I was unable to comprehend what Jack meant, or really why they had reached the conclusion that a new Executive Director was essential immediately.

Throwing out an Executive Director with no notice is simply a stupid idea unless the individual is guilty of some negligence or misconduct. And if those were the issues, every such charge requires an open and fair hearing. But I was not being charged with negligence, incompetence, dereliction, or commission of some crime, or even of some mistake! I was not being given an opportunity to rebut their contention. They had already made up their minds. I was guilty of some supposed vague inability to adjust, and the trial was over. End of discussion.

Suggesting I was unable to adjust to changes in the fellowship seemed then, and seems now, simply ludicrous. No one had been closer than I, or involved so directly with the tumultuous changes in NA for the previous fifteen years. Not only was I at the center of those changes, but many of them rested on my ability to foresee their need, convince others of their value, and then later implement them. Many important changes were simply put in my hands by the conference, the trustees, or the directors, and I was charged with the duty of getting them done. If there was any quality or characteristic I possessed, it was ability to adjust.

Despite my disagreement with the trustees' assessment, and my demonstrated ability to adjust to changes, I didn't have many options for a response. From the very beginning of my tenure as an employee of NA, I had warned against allowing the Executive Director to become entrenched. I had even forced the issue by writing in my contract in 1983, that to remove the Office Manager (later changed to Executive Director) required only a phone call or letter of notice from {522} the Board of Directors. I had even set up that my contract was for a year only and renewal was at the pleasure of the board.

In some ways I was guilty of having prepared the hemlock the trustees were now serving me. The black humor of having built my foundation as Executive Director on such thin ice escaped me then, but later I would shake my head in disbelief. Equally unfortunate for me at that moment was the fact that I had trained nearly all the trustees over the years and made sure they knew how easy it was to remove me.

Perhaps I had done it all wrong, and should have taken the more traditional approach. The more traditional approach used by Executive Directors was to write multi-year contracts that are hard or expensive for boards to break.

Most of the trustees knew about that tactic. Jack, for example, had become Executive Director of his treatment center twelve years earlier, in part, because of my efforts to remove his predecessor. He and Chuck L. were subordinate staff members when their Executive Director grossly violated good management and even misappropriated resources of the treatment center for his own benefit. But the guy was smart, and had a lifetime contract as Executive Director. I had helped their Board of Directors remove him, despite that contract. Jack became his replacement, and Chuck had later become his assistant. Greg P. had been a trustee at that time and was a friend of the Executive Director who was removed.

More recently, all but a few of the trustees had been active in the fellowship when Jimmy K. had fought to the very last to remain as office manager, and they knew how that conflict had rocked the fellowship to its foundation. Having gone through that had surely imbued the trustees with determination to act swiftly to remove me.

All of the trustees knew the language in my contract that allowed for non-renewal. That factor had been openly announced at the conference several years running, and I had discussed it with each trustee personally over the years. Two were even more directly familiar with my contract as they had served as chairperson of the Board of Directors while I was Executive Director. Additionally, Stu, then the chairperson of the directors, had participated in the four hours of their discussion. I certainly had the deck stacked against me.

But all was not lost. The trustee recommendation, even if strongly argued, might not be sufficient to sway the Board of Directors when they had to decide the issue. I had worked with most of the office directors for years, and most professed strong friendship and support for continuing my management. Most also felt the trustees were more than a little out in the ozone when it came to practical {523} decisions about fellowship matters. It was still possible, I knew, that the directors might reject the Trustee recommendation and renew my contract for another year or more. And I knew that many Executive Directors would have argued for a delay, and then used the time to marshal member support in opposition to such a removal.

Unfortunately, these were not options for me.

In the education I had given to this room full of trustees about organizational management, I had stressed that internal fights over the Executive Director had to be avoided at all costs. I had lectured them at business meetings that a board that engaged in a bloody fight with its Executive Director over tenure is

dumb, and that such battles are dangerous to the interests of the organization. And the way to do that was to have the Executive Director on one-year contracts. Furthermore I had educated them on the notion that such easily ended agreements served to protect the interests of the organization, and the interests of the organization were paramount. Employees could come and go, but the volunteer management had to always have the upper hand and be in control. Yes, I had indeed planted and cultivated the seeds of my own removal.

Several trustees who had participated in the discussion guessed correctly that I would not fight against their decision. I had shared openly over the years with all of them that I loved Narcotics Anonymous too much to cause a fight over my tenure. I was never told what was discussed at the meeting, so I don't know how much of my vulnerability was disclosed, but if some were as smart as they pretended to be, they should have made sure everyone knew.

But this complex analysis really came later. At the moment I sat there with Jack's words still ringing in my ears, I was trying to formulate some kind of response. I had a decision to make and no time in which to make it. They were waiting for me to respond, and my response would set the stage for a destructive fight or my capitulation.

Still in the trustee meeting, my head felt like it would explode and my heart was now racing so fast I could feel the blood rushing through my body. I was still trying to come up with some response. I had a faint sensation that I could see myself from outside my body and I was looking at me from the right side of the room and everything seemed to be moving in slow motion. The few seconds of Jack's statement and the moments before I responded seemed like a long, long time. I knew I had to say something, and I wanted the words to be right and clear. I was afraid, however, that my voice would be so quiet and low that no one would hear me. My vision had so constricted that I could not see anyone except Jack. I don't even remember who was sitting where. {524}

Finally I was able to muster a response. I don't remember precisely what I said, but this was my message:

"I don't agree with your recommendation. I think it is wrong. But I will not fight your recommendation. I believe NA should not have a fight between the Executive Director and other service boards. To do so would be harmful to the fellowship. As you know my contract is at the pleasure of the directors so there should not be a bloody fight over my removal.

"It is a matter of confidence. If the service boards cannot have the confidence of working well with the Executive Director, the Executive Director must go. As it is obvious that your confidence in me has gone, then I must go."

I may have said more, but I don't remember. The trustees did not record their meeting, nor did they have minutes or a written report made of their discussion or my few minutes with them.

Jack must have said something, because the meeting then broke up and I rose to leave. My head was spinning so much that I don't recall if anyone said anything to me in any way. My first recollection was that outside the meeting room Stu T., office chairperson, suggested we have dinner together, and figure out what to say to the Board of Directors when their meeting started in slightly less than an hour. So off he and I went to discuss a quick termination from what had been the center of my life for seven years.

Some trustees, whom I had considered friends, even close friends, had evidently not stood in the way or fought to retain my services. Heavens! They didn't even fight to have the removal handled with grace or loving care. As I walked away from that meeting, and later that weekend from the joint meeting of the two boards, these "old friends" avoided me, wanting, I believe, to hide their guilt and shame at having been so callous and insensitive. In the years since that night, only two of the trustees have made any effort to communicate. With those trustees I had felt were my friends, I was disappointed that I have never initiated further contact either. The rest still avoid me, although I have been easy for them to call or visit. It is almost like I had died, and they did not have any further need to recognize their insensitivity or that I had

ever existed. Yes, I was hurt by this experience, and it took a long time for me to recover from such a heartless removal. But time has washed away most of the sting of that hurt.

For those who truly considered me their enemy, I am sure there was jubilation. Their victory was easy for me to reconcile. They knew that I believed their motives and actions were based on their own {525} pride, ambition and quest for power, and that their actions were harmful to the fellowship.

For the few with whom I had a more neutral relationship, I was quite disappointed that they failed to consider the damage such a sudden and ill-conceived change would have upon the office and the fellowship at large. Their willingness to approve the removal of an Executive Director so suddenly and without cause is testament to their lack of qualification for service on such an important board.

The disappointment of that day and the sadness of the last month at the office were not representative of my experience with Narcotics Anonymous. There was a time, even when controversy swirled around me or the office, that the support and affection from the boards, committees, and the fellowship at large, was strong and sustaining.

Even in departing, I knew the vast majority of the members who were aware of world service matters would be stunned and saddened by my leaving. They would not understand my removal any more than I did. Unfortunately it was my task to permit the last month to proceed with as little notice as possible and allow no further controversy. A wave of opposition to my removal now would not have served the interests of the office or NA, and had to be avoided. My career at the World Service Office had to be sort of like the adage about the month of March: "In like a lion and out like a lamb."

And truly I had come into the position of office executive with the force of a lion. But it was not I that was the lion; it was the conference and the group conscience driving it. On that day in 1983 when the conference voted to suggest I become the office manager, there were whoops, hollers, and a standing ovation. Practically everyone in the room was showing their favor and support for the decision. By that vote, the conference had, for the first time, demonstrated its authority and control over its service boards.

At each conference since then, I had received standing ovations for the year's work and overwhelming support for continuing as the Executive Director. At the conference just a month before, the participants had again loudly demonstrated their support.

But now the conference was over, and there was no one to effectively combat the closed-door kangaroo court session that had engineered my removal. Only if I fought against their decision and remained as Executive Director until the next conference was there a possibility I could win against such odds. That would likely paralyze the office and the relationships among the world service boards. The only choice was to pack my bags and leave. I went without a fight. "Out like a lamb." As the full time paid Executive Director that tens {526} of thousands of members knew about, I had an obligation to set a proper pattern for my successors.

As I left with Stu, I pulled Anthony and George aside to tell them the trustees had voted to recommend that my contract not be renewed. They were stunned, and in total disbelief. I asked that they not tell the others, as I felt I should do that when I returned from dinner with Stu.

At dinner I didn't ask Stu what had been said in the meeting or how he had argued against the idea. Deep inside I felt he had probably been mostly silent or provided encouragement for my removal. We talked about practical matters.

I proposed a separation payment equal to seven months' salary. As I mentioned in previous chapters, in the previous three contract renewals, at my suggestion, the board had not given me a raise. Instead the board had agreed to provide an additional month to my severance payment. In this way I had earned three months' severance, which was in fact earned compensation, but the payment was deferred until I ceased being an employee. The contract renewal Stu and I had discussed only days before, was to extend my earned severance to four months. I had five weeks unused vacation time and was due more than twenty working days in compensatory time for working extra days and overtime without pay.

By suggesting seven months, I was including the already-earned compensation, including vacation, and

comp-time and that the board pays me two month's salary, unearned, for the sudden and unwarranted termination. I also suggested I was not willing to leave immediately, but would expect and require to remain on my job for an additional thirty days. Stu agreed to these, and promised to get the directors to agree when their meeting convened.

I don't know what was going through his mind about how the office was going to be run or get through a period without an Executive Director, but we did talk about it. He was aware of my opinion, but I restated it during dinner.

We had on staff two capable and skilled assistant administrators in George and Anthony. Both were fully able to run their departments without supervision. This had been proven over and again because of the long trips I was often forced to take. If the Board of Directors could provide the buffer between them and the power grab that would take place in my absence, the office would continue to run efficiently. The most critical matters would be to keep the trustees from taking direct control of office staff or their work assignments, and from getting control of office spending decisions that I customarily made in conjunction with the WSO board chairperson and the conference chairperson. {527}

We finished dinner quickly and returned to the office. The trustees had ended their business for the night and departed while the directors were just getting there. I had George assemble all office staff members who were still at work. I told them what the trustees had decided, and that I was not going to fight to stay on. Everyone was shocked; several were soon in tears.

Stu called the board meeting to order shortly after six, and although we were still missing a few members, we proceeded with the agenda. There were about three hours of work to be done before we got to the item marked as Personnel. Stu and I moved forward on all of these matters without having first informed the board of what the trustees had decided.

About nine o'clock we finally got to personnel matters. At that time Stu explained what had taken place, and about our dinner conversation. The board was totally shocked. Martin C. quickly said that he didn't care what they wanted. "We need Bob," he argued. "He is an excellent Executive Director and there would be chaos without him. Their idea is just nuts!" He was in truth voicing the feelings of nearly all the directors. Martin and several others were willing to go against the trustee recommendation, even though it would cause considerable controversy. Randy J., at his first meeting since becoming a director was incensed. Always quick to raise his temper, this afforded him a new opportunity. Others were just as heated, and had some of the directors from the early eighties been on the board, such as Kevin F. or Mac M., they would have simply told the trustees to shove their idea where the sun don't shine.

After the shock had set in for a few minutes, I quietly explained, that I was hurt by the trustee action, but that NA could not afford to have a fight over the Executive Director. We had been through that once, and by having a one-year contract for me, we had set it up to avoid fights like that again. "Essentially," I told the board, "the Executive Director is an expendable person. The volunteer leadership needs to have someone they can work with, and Trustee confidence in my ability to work with them has vanished. I believe it is best for the fellowship that the directors follow the trustee recommendation." After a little more discussion, I left the room so the board could discuss the matter in private and make decisions on the conditions of my termination. After about forty minutes, I was called back to the meeting, told of the board concurrence to the trustee recommendation, and we proceeded to finish the evening's agenda.

I don't remember sleeping that night, but periodically took aspirin to relieve the pain and swirling in my head. The following morning the board continued with its agenda matters until just before lunch when we finished. The directors each spent some time with me {528} sharing their dismay and disbelief. They also expressed their appreciation and that of a grateful fellowship for my years of service. Each expressed their continuing affection and concern for my well-being. On Sunday afternoon I returned to the office and, as usual, took two separate carloads of departing directors to the airport. I didn't cry until the last had left.

There were four visiting members to the weekend's events that had a ringside seat. Present this week-

end were representatives from Hawaii and Ohio. They were also shocked when told of what had happened. I remember telling them that I was stunned by the decision but the system in place protected the fellowship against a fight over tenure of the Executive Director. I have often wondered what they thought and what they told the folks back home.

On Monday morning Stu and Jack came to the office to preside over a staff meeting at which they explained what had taken place. It was an undignified way to treat a delicate situation. The impression given was that I was being removed for some unspeakable and unannounced cause and that Stu was going to take immediate control of the office. "Yes, Bob was going to remain on the payroll, the staff were told, but without any authority. Supervisory staff members were to meet with Stu at the end of each day and he would make all necessary decisions." From the way Stu and Jack presented the matter, they conveyed to the staff that all trust in my decision-making ability had been withdrawn.

The staff members were in complete shock. For most it was hard to comprehend. I had hired most of them, trained them, organized them, and made the whole team work. Many felt a loyalty to me that was stronger than their loyalty to the impersonal office that was to emerge from the weekend meeting. There was disbelief, and this time, lots of tears.

It was a tough day. One after another the staff visited my office for moments of personal grief and expressions of affection. Several cried nearly all day. Around five o'clock that afternoon, Stu arrived and commandeered George's office. He proceeded to take full and direct control of the office. I wasn't even invited into the meetings he had with the staff.

I spent the next few days comforting the staff and taking phone calls from people who were just beginning to get calls about what had happened. I tried to work as much as I could, as there were a lot of projects on my desk that had to be finished or ready to turn over to someone else.

Stu came each evening after working at his own job to meet with George, Anthony, and other staff members. This caused a lot of friction within the staff and some lasting resentments. I took Friday off {529} and drove to southern Utah, where I owned some property, and escaped thinking about anything but the beauty of the red hills and blue sky.

I was sad that my service to NA was having a sudden and unhappy end. But I was also confident that the office was being left in good hands, if they would let George and Anthony do their jobs. George, Anthony, and the staff were well organized, knowledgeable, and capable of doing their jobs regardless of who was Executive Director (or even without one). We had assembled a talented team of members and local nonmembers who worked hard for NA. There was very little employee friction at the time, and the level of commitment to the fellowship was extremely high. The office had been organized into a fellowship services department and a support services department, responsible for internal operations. George ran fellowship services and Anthony managed support services.

George had been the RSR from Florida in the 1981 conference. He served as vice-chairperson for two years under Bob R., and then served two years as chairperson. Shortly after his second term expired, we hired him as my assistant in the overall management of the office. We needed his vast fellowship knowledge and experience. NA had invested thousands of dollars in him when he was an officer of the conference, by sending him to many places around the fellowship to gather information and serve the fellowship. No one at that time was as well prepared to do the job he was given. George is a quiet person with tremendous restraint and tact. Yes, he does have opinions – strong ones at times – but he is a professional, dedicated to the service of NA.

Anthony had been a member of the host committee of the 1986 World Convention in Washington DC. Later, when the Convention Corporation was formed, he became a member of that board and served with considerable distinction. His knowledge of conventions was unparalleled and he was organized, assertive, and straightforward. He was just the man you would want as the captain of your team, for any venture. In 1988 the position of H&I coordinator became vacant, and I called Anthony about the job. I wanted Anthony because I knew he would be an excellent choice for the H&I job, but more because he had the skills,

temperament, background, and recovery that we needed in management employees. He was surprised at the call, and more surprised at the job offer. It took some time and persuasion, but he accepted, and brought his family to Los Angeles.

Later, when the support services division was to be created along with the administrator position to manage it, Anthony was chosen for the job from among eleven qualified candidates. He organized the department, trained and supervised the staff, and managed it with {530} excellence. Anthony demonstrated that same ability when he managed the World Conventions from 1988 to 1990. Without his knowledge, experience, and hard work they would not have been nearly as successful.

George and Anthony made a good team for NA, and since I left the office they proved that confidence in them was well placed. The rest of the staff was also steady and dependable. Several, like Bob S., Lois G., and Vida M., had been with the office for many years, and remained the rock upon which the office rested.

These and others were very close friends, and the sudden decision was as tough on them as it was on me. But their dedication to the office was strong enough that they continued to work just as hard during that last month and after I left as they had when I was there. Throughout the staff there existed a spirited sense of purpose that was not dependent upon who the Executive Director was. Even so, there were strong bonds of affection, and over the last weeks, I spent time privately with each member to talk about their beginning with the office, our special relationships, and our hopes for the future.

The fellowship at large didn't learn of the removal for a week or more. A joint letter from Stu, Jack, and Ed D., conference chairperson, was sent to the fellowship announcing the decision. I felt sorry for Ed at having to apply his name to such a muddled and ambiguous communication on such an important decision. The closest they came to announcing a reason for the change was, "it became clear to those present that there needed to be a change in the way the office functioned within world services." The unwillingness of the trustees to tell bluntly that I stood in the way of their power grab was a measure of their duplicity. [Ed Note: see Appendix A]

After fifteen years of adjusting to the changing factors and forces within the fellowship, it was strange to be told I was unable to adjust to the changes that loomed on the indefinite horizon. Looking back after these years, the only functional or organizational change that followed my termination was the attempt by the trustees to take complete control of world services. And yes, I would have continued to oppose that centralization of power.

Reaction from the fellowship was mostly shock and disbelief. Members, groups, and committees discussed what little they were told. Many wrote letters to the board, and many wrote directly to me. I received letters and messages of affection and support from places as distant as Australia, Canada, and Germany along with many from within the US.

In the final weeks I wrote a closing report for the board, about a hundred and fifty pages including attachments, in which I outlined many of the concerns I felt they could not afford to neglect. I gave {531} considerable emphases to international fellowship needs, resisting the power grab taking place, and expressing my appreciation to the fellowship at large for their affection and support.

I also wrote a farewell letter to the fellowship at large, hoping the board would permit it to be published in the *Newsline*. I was pleased that it was. I reminded the fellowship of the disastrous fight over my predecessor, and implied my unwillingness to engage in that kind of battle. I expressed my regret at leaving, and my appreciation for the support and affection that had been shown me during my service with NA. I was not terribly vague in offering several warnings about personality cults and power grabs.

During my last days with the office, we had two going away parties. The first was the official departure party, but the second was the personal farewell to friends. Both were filled with tears and sadness. But I was leaving a strong World Service Office. It was far different from the one I started working for in June of 1983. I was proud of the changes and the success we had achieved.

The gross income of the office for the year that ended a few months before I became an employee had

been \$87,000. There was one full-time employee, a part-time employee and a typewriter that didn't work. In seven years, NA and I had built a service office with forty-three employees, a five-million dollar budget, and branch offices in Canada and England.

When I began my first day on the job, there were probably two thousand meetings worldwide and perhaps six thousand members of NA. On the day I left, there were over fifteen thousand meetings and more than a quarter million active members. It was both pleasure and privilege to have been part of that growth and to have had a significant role in its success. There had been some problems along the way, but the fellowship got from me the ultimate in hard work, dedication, and fidelity to the interests of the fellowship.

Narcotics Anonymous had become a strong, viable solution in the worldwide war against addiction. Although our Public Information philosophy kept NA out of the headlines, NA is the only entity that is truly solving the problem. Others may fight the war on drugs, but only NA is fighting the war on addiction – and winning.

It was impossible in 1976, when I first served NA, to have guessed that it would grow to the magnitude it had. But looking back, there was a steady course of expansion. Looking back even further to the very beginning, it seemed even less probable that NA would have become the dynamic, worldwide lifesaver it is.

There is no doubt that I was terribly angry and resentful over my removal. For seven years I had given the fellowship my unreserved effort and determination. I had been faithful to my responsibilities {532} and had been summarily removed without an adequate explanation. My leaving was poorly explained to the fellowship, and they were left with the impression that I had been removed for some hidden and nefarious reason.

Frankly I'm over that now, and writing this chapter was the start of getting over it. I spent nearly a month writing the previous pages of this chapter. As I wrote, I got through some of the anger and I rewrote it and felt better. And I rewrote it again, and again until it finally reads the way it does. The rest of this book was written two years later. {533}

Epilogue

People have often asked me why I was fired. And until I was halfway through writing the previous chapter, I really didn't know. I was never to learn what was said at the trustee meeting about why it was necessary to terminate me so immediately – a decision I still feel was a poor and ill-considered one. While researching and writing this book though, and in particular the final chapter, I began to gain some insight into how this happened. It seems during my last year of service, I was oblivious to the signs I now see in the record. And it seems Jack was right to tell me the trustees didn't feel I could adjust to the changes that were going to take place in NA. I didn't understand it that day, but I was the obstacle in the way of the trustees taking control of the fellowship by implementing the one board concept in practice, without actually changing the service structure. Had I understood that, as I do now, yes, I would have fought against it until I was removed.

The problem the trustees had with me was that I had not changed. I was still doing the job the way I had started out: listening to what I heard from the fellowship at large, listening to what the trusted servants were saying, and examining my own heart to determine what was right and wrong. When my heart said something was wrong, I didn't rush forward and support it. When my heart said something was right, it got my full support. But in all cases, since I worked for the fellowship through the authority of the directors, I did whatever the directors wanted.

From my first day the directors were the boss. Between meetings, I consulted with them and went by what the chairperson of the board said. And there were times when I disagreed with what they said. The removal of Ginni is undoubtedly the most notable example. The directors were steady and didn't change. Even when board members left and others took their places over the years, they were basically the same. They examined everything I or the staff gave them, and asked questions about everything, and then asked questions about things we might not have remembered.

There was a kind of unofficial division of labor within the board. Each member concentrated on one or two areas and became a specialist. Martin C. and Kevin F. were always particular about the budget, finance reports, and accounting. And when Robert McD. came along he took that role too. Stu, Bill W., and Martin knew personnel practices, policy, and management, so every time something came up on these subjects, others listened and often used their judgment as the basis for decisions. Bob R. from Missouri and Bob K. from {535} Tennessee became the resource on legal matters, contracts and precise wording of letters, motions, and reports. Chuck G., Steve B., Jim W., and Donna M. were always on top of production matters, whether it was the Basic Text or pamphlets. Jamie S-H and Oliver S. were both very determined that non-US matters were clearly thought out and dealt with fairly. Sally E., Randy J., Bob R. from California, Mark D. from North Dakota and Mark D. from Maryland, were always watching our relationship with the fellowship to be sure we were open and responsible without being in the way or controlling. Chuck G., Don D., Kevin F., Gerrie D., George K. and Mac M. were very basic in their analysis of what was right and wrong – everything was measured against basic principles. In their eyes, we did things because it was right and not simply because we could do it, and if something was wrong in principle, then we couldn't do it.

The board evolved a collective vision of what the office should be doing in a growing fellowship. They wanted us to be responsive to the conference, since they were the body that represented the fellowship and were truly the boss of the office. They wanted the office to be efficient and responsible for keeping the fellowship supplied with literature and information. They demanded, and got, open and complete reports on finances, inventory, and whatever else they wanted. They felt the office should be, "out there" with the fellowship, searching for solutions to fellowship problems or concerns within the scope of the duties we were assigned. Additionally, the board knew the office was the central point in the fellowship for the exchange of information and problem solving. They wanted the staff to be helpful to all groups, committees and boards, without being commanding or domineering.

At the same time, the board gave me and the office a lot of freedom and latitude. They didn't demand to read every letter or get a report on every phone call. They took their job to be a board rather than quasi-staff who wanted to be in the chair of the Executive Director. They didn't take opportunities to exercise more and more power or authority. And they remained consistent in their interpretation of what the office staff was supposed to do.

But what did happen was a major power shift outside the office. While Bob R., George, Leah, Chuck, and Bob H. were successively chairperson of the conference, the office took them to be the representative of the fellowship at large. And I believe each exercised that duty with determination, objectivity, and devotion. They each looked at the WSO board and the trustees as companion agencies of the fellowship, but that each was subordinate to the will of the conference. Yet each of them felt they did not, as chairperson of the conference, have authority to dictate to the trustees or WSO. Each, I believe, felt {536} their duty was to find consensus with the trustees and WSO on matters that came up between the annual meetings of the conference. And the trustees under Sally E., Jack B. (during his 1985-87 terms), and Bob R. acted in the same manner.

But as the record shows, a change started at the beginning of Bob R's second term as trustee chairperson. But his plans suffered a major blow when three experienced trustees (Sydney R., Dutch H., and Bo S.) were not re-elected and Mike B., the only non-addict trustee, decided not to run for re-election. These were replaced by three others, most with less maturity and wisdom. But Bob moved forward to take an ineffective group of trustees and attempt to make them a productive working unit. And he was successful in starting the board on that track.

At the end of his second year as trustee chairperson, he was not re-elected nor was John F., his vice-chairperson. And equally important, Sally E. and Bob B. left the board without seeking re-election. So from April of 1988 to April of 1989, eight of eleven trustees were replaced – a seventy-five percent turnover in membership. The board lost members who had each served five or more years and got as replacements people much younger in recovery and maturity.

The new crop of trustees, on average, were ambitious, assertive, and interested in changing the trustees into the powerhouse that some imagined the fellowship considered them to be. The change was dramatic. Gone were the days when consensus was a watchword of trustee leadership. Gone were the days when the office board and conference chairperson were equal partners in service. Gone was the balance of power that had existed and was built into the *Service Manual*. It was their determination that the trustees were to supervise the staff, have first priority over spending, establish the agenda for world services, and have authority over nearly everything.

While gathering information from the written record to write Chapter Nineteen, I was struck by realizing that the conference leadership, the office board, the staff, and myself were each working under the old assumptions and trying to adjust to the change going on, but not understanding it. As the year progressed, the record shows the trustees became more aggressive and expansionist and this put me out of step with the new order.

In 1994, I was told through a second party that some of the trustees didn't understand why I hadn't understood why they had removed me, "as I surely had seen the signs along the way in my last six months there!" No, I didn't see the signs, nor would I have wanted to change to serve this new type of master, when I believed the group conscience of the fellowship was already in place. I opposed the one board concept when it was being drafted into the {537} *Guide to Service* and had I realized that it was being put into place, in practice, through changes by the trustees, I would have opposed it. Apparently some of the trustees had better vision than I had and were surprised I couldn't see.

If NA abides by the spiritual foundation embodied within the Steps and Traditions, such ruthless actions should be unthinkable, much less actually take place. But over the years I saw this same sudden termination of relationship among many world-level trusted servants over and over again. And frankly I should not have been surprised by it.

Looking back, there were obvious examples to have been guided by. The rift between Jimmy and Greg was almost unfathomable based on their close and lengthy personal relationship. Yet it happened and had not been healed when Jimmy died. And Jimmy had been close to many others who turned their backs on him during those tumultuous years before the conference in 1983. Chuck S. had even been friends with Jimmy, but in the end had very little good to say about him except for his determination.

Many times sponsors would cut loose their favorite sponsees (and vice versa) and become implacable adversaries. I remember sitting for hours with friends like Chuck S., Hank M., Kevin F., Bob R., and Steve B., and pondering this, never finding an answer. Greg P. came as close as any, I guess, to understanding why this happens. In 1994 he told me that there is likely a recess in the personality of most addicts where they quickly jump to when they are faced with having to terminate a longstanding, close personal relationship. And rather than ending the relationship with a show of affection, esteem or honor, this recess takes them back to their using personality, and it's like "kissing off a using buddy who took your dope and turned you in." This recess seems to require an immediate suspension of feeling and an almost complete repudiation that there ever was a close relationship. This, he said, appears to happen regardless of how close they were or how long they have worked a program or how spiritual they are in other matters. I tend to think he is pretty near right.

An interesting yet unfortunate truth is that nearly all world-level trusted servants are cast aside when their last day in office ends. Trustees, office directors, and conference leadership have all had their day in service and then seemingly fell off the face of the earth. There is no provision in the system to acknowledge their participation and sacrifice. Truly I understand the application of the Twelfth Tradition in such matters – that spiritual anonymity is the basis upon which we work – yet there is a difference between spiritual anonymity and "kissing off" the departed. {538}

There is much to learn from all of this. The important lessons are that we do need to treat people with loving respect, even when we have to part company. And the principles of the program should be lived in such a way that people who have given faithful and dedicated service to the fellowship are awarded comfort and affection when they leave service.

I believe it is appropriate for the fellowship to acknowledge, in an appropriate manner, the service that others have provided. Without those who came along before us and had the strength and wisdom to keep NA on the right track, NA would have died. It is important to keep the welcome mat at the door of every meeting for those who carried the burden, in their early days of recovery, the duty of making NA successful. I would like to express my admiration for a number of people who, I believe, made it possible for those just coming through the doors today, to find recovery in NA. But truly there are not enough pages to list even their names, much less write about what they did.

I have attempted on these pages to give a factually based account of what I have discovered about NA and the people who were part of it along the way. Although this book seems long, it would be twice its volume if every person and fact were fully reported. By necessity I have had to be selective, but tried to be fair and representative in covering events and the people involved in them.

I have tried to restrain my prejudices, such as they are, and present the facts as I see them. Some events were omitted and some names were not included when to do so would have caused embarrassment or possible harm. Even when writing the history of NA, it is critical to be concerned about the ongoing recovery of people who may have been part of those events. And there are a few individuals whose efforts were, in my opinion, counterproductive to the health and wellbeing of the fellowship. Rather than blame such individuals, such activities were portrayed without giving their names.

There are a number of people whose service to the fellowship deserves special recognition. These are people whose contributions were critical to the very existence of Narcotics Anonymous. I have selected six such individuals as heroes of the fellowship, as I believe their contributions were particularly valuable. These are people who have made it possible for NA to have existed, grown, or moved in a positive direction. Without the efforts of these heroes, NA could have died or been much less than it is.

The first hero is Houston S., who got the doctors at the US Public Hospital at Lexington to try the AA concept with their patients. Houston came to the meeting every week until 1963, when he turned his duties over to another AA member. Many addicts, having found {539} the message in this meeting, returned to their homes and joined AA. Many of them would eventually help NA when it started in their towns from coast to coast. From this came the New York fellowship and also the foundation for NA in California.

The second hero, of course, is Jimmy. He was part of the birth of NA as we know it today. He was its first "Traditions" conscience and chose to insist that "addiction" was the disease and not a specific substance. Without his determination, vision, and hard work, NA would not have survived the 1959 lapse. His strength carried NA along until others were there long enough to help with the burden. And it was his service in the late 1970's when he truly established the office that made it possible for addicts around the world to have a place to call when they knew they needed recovery from addiction. And while it may not be proper to call any member a hero for simply sharing their personal recovery, it cannot go unmentioned that Jimmy did this by phone and in person, any time of the day or night, for struggling addicts and struggling new NA communities all around the world.

Bob B., whose awakening in Tehachapi led him to become the quiet, reliable, consistent force behind NA, is a true hero. While Jimmy was ill, it was Bob who stepped in and carried the burden of leadership and responsibility for the office. His soft but nurturing personality brought comfort and resolve to others. And his long service as a trustee – nearly twenty-five years – was the basis for mature decisions and sound spiritual guidance.

Greg P. is another hero. His vision, his skill with words, and his persuasiveness were to set the framework upon which NA came of age. His early writing of the service structure, though it never materialized in quite that way, made it possible for NA to organize itself and express a true fellowship wide group conscience. The sacrifice he endured to help fellowships across the country is legendary. His support for the development of the Basic Text, although at personal cost, was key to preserving a unified fellowship and keeping the book project alive.

Bo S. is an important hero of the fellowship. Despite the calamity that his service made of his personal life, his determination made it possible for NA to have a book on recovery. Without the book, the message of NA would have become fragmented, and the fellowship would have been eclipsed by other recovery movements. And without the book, NA would not have had the financial resources to meet the challenges that growth in the eighties afforded.

Bob R. from Los Angeles is also a hero. His vision of what NA could and should be was the driving force behind the way the office grew and responded to expansion in the 1980's. Under his leadership, the conference came into its own and began to produce the tools a {540} dynamic fellowship needed. His selfless devotion drove him to spend countless hours offering guidance and inspiration when NA needed it most. Much of what happened in world services, especially at the office between 1983 and 1990, came as a result of his vision and character.

The seventh hero is actually a body of people rather than one person. These heroes are the trusted servants and special workers who have carried on with the daily tasks of NA service. Without each office worker or manager, without each committee member or leader, and without every group representative and secretary, NA could have dwindled and faded into oblivion.

There are many whose combined efforts, ideas, leadership, and recovery provided the spiritual guidance, which has enabled NA to truly carry the message of recovery throughout the world. Those of us whose lives have been touched by NA, and all those suffering addicts yet to discover NA and find freedom, owe a deep debt of gratitude to these pioneering members, and to the Higher Power of our individual understanding. {541}

APPENDIX

A

The 1990 World Service Conference was held starting April 23. Previously in their February meeting, the Trustees had scheduled a meeting for June 8-10. The June Fellowship Report contains no mention of Bob Stone's dismissal. The 1991 WSC Minutes notes this about the BOD Chair report by Stu Tooredman:

"He (Stu T.) proceeded with his report, beginning with the joint meeting of the Board of Trustees and Board of Directors last June, and the decision not to renew the previous Executive Director's contract."

As far as I have found, the fellowship was never given any reasons for the dismissal of Bob Stone.

B - Officers

At each WSC in spring, the Administrative Committee and Conference Chair elected in the previous year give reports and the Chair leads the conference. At the Conference new officers are elected to serve from the end of that conference through the next year's Conference. The newly elected committees often give a preliminary report before the end of the conference.

The members of the Board of Trustees and the Board of Directors may remain for several years. The Board of Trustees and Board of Directors listed are those on Board at some time in the years indicated. In early times, BOD and BOT members were elected by the Boards themselves at any time of the year. Over time the WSC made several changes to have a part in electing Board members at the WSC.

1979 (WSC at Valley College, Van Nuys, CA) -1980

Board of Trustees: Chair, Chuck Skinner; Co-Chair, Mel Helman; Vice-Chair, Cliff Kraft; Bob Barrett; Greg Pierce; Bill Beck; Sally Evans; Jimmy K.; Dennis McGafferin; Gloria Coleman; Carl Blaggett

Board of Directors: President & WSO Manager, Jimmy K; Vice-President, Greg Pierce; Sec., Chuck Gates; Treasurer, Betty Guess (later Kinnon); Director, Bob Barrett;

1980 World Service Conference Administrative Committee: Chair - Tommy Burcher; Vice-Chair - Chuck Gates; Sec. - Fawn Faurote

WLC: Chair, Bo Sewell

Policy: Chair, Bryan Scott

PI: Phil Perez

Finance: Sue Interlicchia

H&I: Bob Bergh

1980 (WSC at Valley College, Van Nuys, CA) -1981

Board of Trustees: Chair, Chuck Skinner; Bill Beck (resigns BOT in 1981 WSC); Greg Pierce; Cliff Kraft; Sally Evans; Bob Barrett; Chuck Gates; Gloria Coleman; Mel Helman; Jimmy Kinnon (resigns BOT in 1981 WSC); Carl Blaggett; Dennis McGafferin; Hank Magdaleno

Board of Directors: WSO Manager, Jimmy K; Vice-President, Greg Pierce; Sec., Chuck Gates; Treasurer, Betty Guess (later Kinnon); Director, Bob Barrett;

1981 World Service Conference Administrative Committee: Chair, Chuck Gates; Vice-Chair, Steve Bice; Sec. Fawn Faurote; Treasurer, Bryan Scott

H&I: Chair, Henry Spiegel

PI: Chair, Bob Plummer

WLC: Chair, Bo Sewell

Finance: Chair, Amy Webster

Policy: Chair, Phil Perez

1981 (WSC at Valley College, Van Nuys, CA)-1982

Board of Trustees: Chair, Chuck Skinner; Vice-Chair, Sally Evans; Secretary, Gloria Coleman; Cliff Kraft; Mike Bohan; Chuck Gates; Bob Barrett, Bill Beck; Carl Blaggett; Jim Drinkwater; Hank Magdaleno. Resigned February, 1982: Dennis McGafferin; Mel Helman. Elected February 1982: David Clark; Jim Nichols; Jack Bernstein.

Board of Directors: President, Phil Perez; Vice-President, Doug Forsmith; Greg Pierce; Chuck Gates; Bob Barrett; Betty Guess (Kinnon); Bill Beck; (Greg Pierce and Bob Barrett dismissed March 9, 1981 for lack of attendance and disinterest. Doug Forsmith and Fawn Faurote elected as replacements. Betty resigned. Bill Beck elected April 3, 1981 when Jimmy notified the Board of taking leave due to health starting April 12, 1981. Phil was elected to replace Jimmy. Phil W., and Jerry Polcaro were added. Later, Henry S. also added and Greg P. and Bob B. were reinstated as Advisory Members on April 21, 1981. All of these elections were done by the BOD. The WSC was in May of 1981. None of the WSC Minutes mention these events.)

1982 World Service Conference Administrative Committee: Chair, Steve Bice; Vice-Chair, Bo Sewell; Treasurer, Joseph Proctor; Secretary, Cindy Porter-Dieker; Jim Drinkwater.

WLC: Chair, Page Culbertson; Roger Teague was elected in 1981 but went incommunicado. Jim Miller and Page were elected pro tem as Chair and Vice-Chair respectively but Jim M. had to vacate for personal reasons leaving Page as Chair.

H&I: Chair, Bob Bergh

Policy: Chair, Bob Rehmar

Finance: Chair, Bryan Scott

PI: Chair, Larry North (Larry Baker elected in 1981.

1982 (WSC at Retail Clerks Union Hall, Santa Monica, CA) -1983

Board of Trustees: Chair, Chuck Skinner (resigns at 1983 WSC); Carl Blaggett; Bob Barrett; Captain Michael Bohan; Greg Pierce; Mike Bohan; Jack Bernstein; Hank Magdaleno; James Drinkwater; Chuck Gates; Sally Evans; Cliff Kraft; David Clarke; James Nichols

Board of Directors: President, Chuck Gates; Chair, Phil Perez (resigned as President at 1982 WSC but agreed to stay on board); Vice President, Doug Forsmith; Greg Pierce; Bob Barrett; Jerry Polcaro. Elected in 1982: Steve Bice; Cindy Porter-Dieker; Sally Evans (resigned in 1983 WSC); Kevin Faye; Gene Haig

1983 World Service Conference Administrative Committee: Chair, Bob Rehmar; Vice-Chair, George Hollahan; Secretary, Nicky Chagaris; Treasurer, Kevin Fahey; James D.; Hank Magdaleno

WLC: Chair, Page Culbertson

H&I: Chair, Bob Bergh

Finance: Chair, Martin Chess

Policy: Chair, Larry North

PI: Chair, Lorraine Drinkwater

NA Way: Chair, Jim Miller

1983 (WSC at Retail Clerks Union Hall, Santa Monica, CA) -1984

Board of Trustees: Chair, Sally Evans; Bob Barrett.; Jack Bernstein; Carl Blaggett; James Nichols; Greg Pierce; Captain Mike Bohan; David Clark; James Drinkwater; Hank Magdaleno; Chuck Skinner; Elected in 1983 WSC: Sydney Rehmar; Steve Bice; Dutch Huber; Bill G.; Bo Sewell; (Cliff Kraft was not reaffirmed from 1982. Chuck Skinner resigns at end of 1983 WSC. James D., Hank M., David C., and Jim M. resigned during the year after 1983 WSC.)

Board of Directors: President, Chuck Gates; Phil Perez (leaves one week before Jimmy was removed in June 1983); Steve Bice; Greg Pierce; Betty Guess; Bob Barrett; Jerry Polcaro; Cindy Porter-Dieker; Kevin Fahey; Gene Haig. Elected in 1983: Viv L.; Martin Chess; R. Mac; Bob Rehmar

1984 World Service Conference Administrative Committee: Chair, Bob Rehmar; Vice-Chair, George Hollahan; Treasurer, Susan C.; Secretary, Carol K.; Vice-Secretary, K. Bea Chadbourne

WLC: Chair, Ginni S.; Vice-Chair, Bud Kronberg

Policy: Chair, John Farrell; (Bob Rehmar?); Vice-Chair, Larry North

Finance: Chair, Gary J.; Vice-Chair, Rose R.

H&I: Chair, John L.; Vice-Chair, Anita V.

PI: Chair, Charles K.; Vice-Chair, Rich J.

NA Way: Chair, Cindy D.; Vice-Chair, Robin H.

1984 (WSC at Retail Clerks Union Hall, Santa Monica, CA) -1985

Board of Trustees: Chair, Sally Evans; Jack Bernstein; Steve Bice; Sydney Rehmar; Captain Mike Bohan; Dutch Huber; Bo Sewell; Elected in 1984 WSC: Bob Barrett; Shirley C. (Georgia); John Farrell; Bob Rehmar; Bob Barrett; Sally Evans. (At 1984 WSC Trustees were assigned as liasons to each WSC subcommittee.)

Board of Directors: President, Chuck Gates; Steve Bice; Cindy Porter-Dieker; Kevin Fahey; Gene Haig; Viv L.; Martin Chess; R. Mac; Greg Pierce; Bob Barrett. New One-Year terms elected at 1984 WSC: Mac McDonald; Chuck Gates; Viv L.; Bob Rehmar; Elected from pool immediately following 1984 WSC: Bob Rehmar; Chuck Lehman. (Upon resignation, Gene Haig was replaced with Bob Stewart from the reservoir who stayed 6 months until being hired by office.)

1985 World Service Conference Administrative Committee: Chair, George Hollahan; Vice-Chair, Leah Goodrich; Secretary, K. Bea C.; Vice-Sec., Sherry B.; Treasurer, Susan C.

Policy: Chair, Bill H.; Vice-Chair, Henry B.

Finance: Chair, Dale A.; Vice-Chair, Mark T.

H&I: Chair, Bob Bergh; Vice-Chair, Tony C.

PI: Chair, Kim Johnson; Vice-Chair, Danny W.

WLC: Chair, Ginni S.; Vice-Chair, Bud Kronberg

International: Chair, Roger Teague; Vice-Chair, Shane D.

Convention: Chair, Bobby Bonds; Vice-Chair, Raphael A.

1985 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1986

Board of Trustees: Chair, Jack Bernstein; Vice-Chair, Bob Rehmar; Steve B.; Sydney Rehmar; Captain Mike Bohan; Dutch Huber; Bo Sewell; Bob Barrett; Shirley C. (Georgia); John Farrell. (Philadelphia); Sally Evans; Elected at 1985 WSC: Jerry Synold; James Drinkwater; Tom McCall

Board of Directors: Chair, Steve Bice; Chuck Gates; Cindy Porter-Dieker; Kevin Fahey; Viv L.; Martin Chess; R. Mac. Elected at 1985 WSC for One-Year terms: Jim Wymore; Donna Markus; Willie Lubka

1986 World Service Conference Administrative Committee: Chair, George Hollahan; Vice-Chair, Leah Goodrich; Secretary, K. Bea Chadbourne; Treasurer, Susan Chess; Vice-Secretary, Sherry Buckner

Policy: Chair, Vern Pugh; Vice-Chair, Bill Hall

Finance: Chair, Lee Manchester; Vice-Chair, Joe Flynn

H&I: Chair, Bob Bergh; Vice-Chair, Randy Jones

PI: Chair, Kim Johnson; Vice-Chair, Bob Hollander

International: Chair, Mary Banner; Vice-Chair, Shane Doyle

Convention: Chair, Bobby Bonds; Vice-Chair, Stu Tooredman

WLC: Chair, Maggie O'Connor; Vice-Chair, Suzanne Schifano

1986 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1987

Board of Trustees: Chair, Jack Bernstein; Vice-Chair, Bob Rehmar; Steve B.; Sydney Rehmar; Captain Mike Bohan; Dutch Huber; Bo Sewell; Bob Barrett; Shirley C. (Georgia); John Farrell; Sally Evans; Tom McCall; James Drinkwater. None elected in 1986

Board of Directors: Chair, Steve Bice; Vice-Chair, Jim W.; Previous members remain. Chuck Lehman resigns to be Conference Vice-Chair. Elected at 1986 WSC for One-Year terms: Mac McDonald; George Hollahan; Jamie Scott-Hopkins

1987 World Service Conference Administrative Committee: Chair, Leah Goodrich; Vice-Chair, Chuck Lehman; Treasurer, Bob Hunter; It was moved and passed unanimously at the 1986 WSC that the WSC Secretary duties will be performed by the WSO.

Policy: Chair, Ed Duquette; Vice-Chair, Dave T.

Finance: Committee dissolved in 1986 WSC

H&I: Chair, Randy Jones; Vic-Chair, Barbara Jorgenson

PI: Chair, Bruce Allen; Vice-Chair, Biff Kramer

International: Chair, Mary Banner; Vice-Chair, Shane Doyle

Convention: Convention committee dissolved in 1986 WSC and changed to Convention Corporation. Elected in 1986 WSC to WCCNA Board of Directors: Susan Chess; Tony Daddio

WLC: Chair, Suzanne Schifano; Vice-Chair, Michael Lee.

1987 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1988

Board of Trustees: Chair, Bob Rehmar; Michael Bohan; Bob Barrett; Dutch Huber; Bo Sewell; Sydney Rehmar; Sally Evans; John Farrell; Tom McCall; James Drinkwater. Elected at 1987 WSC: Greg Pierce; Jack Bernstein; Mario Tessoriero

Board of Directors: Chair, Jim W.; Steve Bice; Previous members remain. Elected at 1987 WSC for One-Year terms: Martin Chess; Mac McD.; Jamie Scott-Hopkins

1988 World Service Conference Administrative Committee: Chair, Leah Goodrich; Vice-Chair, Chuck Lehman; Treasurer, Bob Hunter;

Policy: Chair, Ed D.; Vice-Chair, Dave T.

H&I: Chair, Randy J.; Vice-Chair, Barbara Jorgenson

PI: Chair, Biff K.; Vice-Chair, William A. III

International: The International Committee was dissolved in the 1987 WSC.

WLC: Chair, Michael L.; Vice-Chair, Vince D.

1988 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1989

Board of Trustees: Chair, Bob Rehmar; John Farrell; Bob Barrett; Bo Sewell; Dutch Huber; Greg Pierce; Jack Bernstein; James Drinkwater; Mario Tessoriero; Sally Evans; Sydney Rehmar; Tom McCall. Elected in 1988 WSC: Kim Johnson; Becky Meyer; Garth Popple

Board of Directors: Chair, Donna Markus; Previous members remain. Elected in 1988 WSC for One-Year terms: Martin Chess; Jamie Scott-Hopkins; Oliver S.

1989 World Service Conference Administrative Committee: Chair, Chuck Lehman; Vice-Chair, Bob Hunter; Second Vice-Chair, Ed D; Treasurer, Shari B..

Policy: Chair, Rubin F.; Vice-Chair, Dave T.

H&I: Chair, Barbara Jorgenson; Vice-Chair, Stuart S.

PI: Chair, Biff K.; Vice-Chair, Steve R.

WLC: Chair, Vince D.; Vice-Chair, Bryce S.

1989 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1990

Board of Trustees: Chair, Jack Bernstein; Vice-Chair, Becky Meyer (Elected in the 1989 WSC); Greg Pierce; Mario Tessoriero; Tom McCall; Kim Johnson; Garth Popple. Elected at 1989 Conference: Donna Markus; Chuck Lehman; Danette Creel; Irwin "Stretch" Gars (Two-Year term)

Board of Directors: Chair, Stu Tooredman; Vice Chair, Bob McDonough; Elected for One-Year term at 1989 WSC: Jamie Scott-Hopkins; Oliver S.; Martin Chess

1990 World Service Conference Administrative Committee: Chair, Bob Hunter; Vice-Chair, Ed D.; Second Vice-Chair, Reuben F.; Treasurer, Shari B.;

Policy: Chair, Tim B.

H&I: Chair, Barbara Jorgenson; Vice-Chair, Pete C.

PI: Chair, Steve R.; Vice-Chair, Carrie R.

WLC: Chair, Bryce S.; Vice-Chair, Randy F.

1990 (WSC at Airtel Plaza Hotel, Van Nuys, CA) -1991

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