

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

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 hand-written 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 re-elected 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

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 who 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 work week, 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.

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, confer-

ence 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. 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, 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.

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 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 road block 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 WLC-4, the members present feel good enough about the material, the Literature Commit-

tee 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."

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.

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, 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

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

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.

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

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	<u>4,614</u>
Total	\$31,064
Expense	
Printing	\$9,679
Telephone	1,529
Shipping	3,703
Rent/Storage	2,250
Supplies	5,886
Miscellaneous	<u>2,401</u>
Total	\$24,447
Net Income	\$5,616

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.

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

not a practical method of operation. The "input forms" might contain questions or offer suggestions, or frequently they just conveyed a members 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.

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.

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 publishers 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 literature 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

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 re-consider 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 non-committal. The trustees seemed to

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, 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 Naranon 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 Naranon 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 store front space was in a commercial center, sandwiched between a flower shop and a Chinese take-out 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

added. Later a few second-hand (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 attend 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

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 were misusing the NA meeting concept to accomplish their own treatment needs. Whenever possible, the committee helped resolve these issues on a one by one

basis, but it was a never-ending job. What they needed was a publication that talked about all these issues and slowly there evolved the idea to write a hand book 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 lack 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 were 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

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 were 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 "floated" 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

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

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 some times 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 oldtimers 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

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

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 tract. However, the report was prepared and sent out by Joseph - not Roger. Roger wasn't returning phone

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 re-construction 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.

United States listings showed:

AL	12	LA	15	OH	48
AK	3	MA	1	OK	18
AZ	10	MD	24	OR	48
CA	212	ME	1	PA	62
CO	1	MI	8	RI	3
CT	4	MN	30	SC	1
DE	2	MO	13	TN	28
FL	51	MS	6	TX	42
GA	48	MT	1	VA	23
HI	3	NC	8	WA	22
ID	6	ND	10	WI	43
IL	29	NE	26	WV	4
IN	9	NJ	22	WY	1
IA	24	NM	2	DC	8
KS	37	NV	14		
KY	7	NY	10		

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.

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.

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.