

## Chapter Thirteen

### 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 manger. 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 in-

tensify 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 a 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

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

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

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

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

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 attempted 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

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.

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 coworker 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

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

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 pro-

viding 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

committee had been formed to investigate hosting a European convention. A trustees 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 any more. 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

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.

Robin's report from the *NA Way* Committee announced an upcoming meeting in Wellsburg, Virginia to work on guidelines. She and the committees supporters were conscious of the perceptions 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 take-over idea.

The WSO report included a memorandum I had been preparing about NA finances, 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.

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, area or regional committees to order copies in advance so they were mailed at the same time. This later became the practice.

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 looking 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 ap-

proved 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

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 trus-

tees, 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 WCNA-13 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, 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

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 published by that time. That was about 2,966 meetings (including about 300 H&I meetings)

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 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,

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

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

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 contagious, 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

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

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.