

## Chapter Fourteen

### Staying A Second Year

*The conference gave me a rousing vote of confidence for the changes I had made in the office. They extend to the directors and staff a hearty "well done," and we moved forward in the second year to bring even more improvements. Starting this year toward harmony, the fellowship voted to modify the language of the Fourth and Ninth Traditions in the Basic Text so they reflect the positions that Jimmy had declared were correct, and for which he had been vilified by some.*

I had hoped for a little rest following the conference, but it was not to be. We had been given so much work by the conference requiring immediate action there was no time for relaxation. But this was not the same office I had taken over a year earlier. Then there had only been two of us, and I had been confined, by necessity, to getting orders out, starting an accounting system and handling the very basics of a business. As we hired more people, got them trained and their work to fit harmoniously with others, the work I did moved on to other areas of concern. Yes, I always watched closely what each department was doing, but in time more of it became routine and needed less supervision.

As this conference ended, I could truthfully say our literature sales and distribution responsibilities were being handled smoothly. The clerical staff were doing the majority of other routine matters with equal ease. I did, however, directly handle the ordering of inventory items. Even so, more of my time was spent working with the trustees and the conference leadership. The focus of my priorities therefore shifted, and the challenges I had to face were very different than those of the previous year.

Although the conference had expressed its preference that I stay a second year, there were a few practical matters to consider. My income from the office was about twenty thousand dollars less than income from my consulting work, and the number of hours I worked was oppressive. But I had the feeling that progress was being made toward getting the office organized, and I had begun to see this as a test of my character: was I strong and wise enough to successfully guide the growth of this office to a level that was needed now? We

were getting better, but I felt it was going to take several more years. Actually I was so eager to test my own abilities that I had decided to stay regardless of the stress and the low income. But just in case, I had written in the proposed budget a substantial salary increase for myself if the board wanted to be so generous.

That was immediately tested. The office board met three hours after the conference had concluded. Chuck presided, and all nine members were present. Three of the individuals who would be added at the June meeting were also there. The board voted to draft two of them from the "pool" immediately: Bob R. (Show-Me Region), and Chuck L. (Arizona). Both were present, so they began immediately to participate in the meeting. Among other decisions, the board adopted a financial policy and a credit sales policy I had sent to them earlier. A budget was adopted based on an estimated income of \$583,763. Twenty thousand books were ordered, but the printing was to be held up until the Fourth and Ninth Traditions balloting was over.

Our first task was to prepare a report to the fellowship that contained the actions "sent to the fellowship for group conscience." This was prepared and in the mail within a week. It contained the language of each motion intended by the conference for fellowshipwide group conscience, and I believe this was the only time it was done in the years I was there.

The most important task was to get the group conscience vote on the Basic Text language accomplished. It was somehow decided that Bo S. would write the argument for leaving the Text in the form published as the Second Edition. Chuck G. was given the task of writing the argument in favor of returning the language to the First Edition version. After some delays, we got their input and prepared the ballot. We worked closely with Bob R. and George H. in preparing this mailing. It went out on May fourteenth by first class mail. We then had to sit and wait. The board had decided not to order a new printing of the Text, in case the change was approved. We thus ran the risk of being out of books later on.

Our May *Newsline*, distributed just after the conference, announced formation of a "Loners Group," a meeting by mail of people who were unable to attend regular meetings. It was another signal that NA was performing its basic responsibilities (as measured against AA). Over the next few years, the project was to serve the needs of hundreds, maybe thousands, of addicts. For a while we had a lot of prison inmates involved as they sought contact with outsiders. Some of these folks were probably not really addicts but had obtained the information from others who received our *Newsline*. They simply wanted someone to write to. It took several years to build up H&I (and its future publication for inmates) to take care of their needs and

separate them from the Loners Group. A *Loners Letter* was started and published four times a year. It is still going strong and helps a lot of members who are not able to attend regular meetings.

Right after the conference, I began looking for a magazine editor. We sent a letter to regions, areas and newsletter committees seeking applicants with the skill, interest and clean time (five years). We received eight applications, and after thorough evaluation, narrowed the field to three candidates. One refused to move to Los Angeles and another didn't have the required five years clean time. The remaining candidate had been an occasional contributor for the magazine and his writing had caught my attention. His articles were clear, well written and informative. The author's name was Ron H., and we soon talked about the possibility of him coming to work for us.

While that was going on, I assigned Greg R., our part-time shipper, to be the interim editor. He was then in his third year at UCLA and maintained an academic standing that guaranteed he got scholarships. Although reluctant at first to take on the responsibility, he soon dug right in. He was between semesters, and worked longer hours for a few months. We didn't let him do any shipping; but only had him work on the magazine. He organized the review panel and editorial board, started sending articles through the system, and soon had his first issue ready for production. It was a little rough, by more contemporary standards, and we were still a couple of issues behind and playing catch-up, but we had reasonably good material. Greg served as Editor for three issues before Ron took over.

Ron lived in North Dakota, where he was about to finish his last semester of graduate school. He came to interview, and I was convinced without a doubt he was a prize catch for the office, if he would accept. I was thrilled when he said yes. I knew we would use Ron in a variety of duties related to our reports and publications including the *Newsline* in addition to his primary work with the magazine. He was an exceptionally pleasant individual with immense talent. We didn't finish our negotiations until the middle of July, and he started work almost immediately from his home in Fargo on the July issue. He didn't actually arrive to work in the office until after Christmas but he managed to get every issue out on time starting with the August issue, and improved the quality each month.

Soon after the conference, I asked Danette if she would come to work at the office on a full-time basis. We had several discussions before she agreed, as she was concerned about her prospective duties and salary level. At that time I was still uncertain as to how long I would stay and when we might begin looking for my replacement. Danette had shown important skills and attributes that key administrative workers need, and I felt she would be a good addition to the

staff, especially if I was going to leave during the coming year. Our discussion was within the context her becoming my assistant and responsible for overall management in my absence. I believe we both thought she might simply take over for me, at least temporarily, if I left for any reason.

After she was on the job a few months, my opinion of her judgment changed and I slowly moved away from earlier thoughts that she might be my successor. I gave her specific responsibilities for important areas like accounting, public information and several others, but I eased away from establishing her as heir apparent. She was never to forgive this change of heart, and got her revenge years later.

While Danette and I were negotiating to bring her on the staff, the California region held its annual election of officers. She had been serving as the alternate RSR and would likely become the new RSR. When she was nominated, she informed the regional committee that she had started working for the office in a high administrative position. She requested they consider the implications of that and the prospect of her voting at the conference as the representative of the region, even on matters that affected the office. They elected her RSR, seemingly without reservation.

This was discussed at the June board meeting, and although there were some reservations among the board, there was strong objection only from Bob R. We had several lengthy discussions about this and I felt he was more opposed to her on personal grounds than as a staff member who could also vote at the conference. After the decision became public, we received a negative reaction from a few RSR's who had been part of the "standing minority" but most expressed no concerns. The prevailing opinion seemed to be that the Southern California region had the right to elect any member they wanted as their RSR.

She and I had discussed this beforehand, and I was willing to have an employee who was also a voting delegate at the conference. We agreed that if a clear conflict arose, such as if the conference was going to vote on some matter that directly related to working conditions, wages or work assignments (an unlikely prospect), she would decline to discuss the matter and have the region's alternate participate in her place.

We published another *Newsline* in early June, highlighting the budgets adopted by the conference and the office. We stressed our projection that conference income was not expected to cover the approved expenditures. The article asked regions and area committees to sponsor fundraising events and send the proceeds to the conference. It was possibly a good idea, but it never worked well. We also announced reinstatement of a limited credit policy. It applied only to

regional service committees and would allow them to purchase up to a thousand dollars of literature at a time on credit. It worked well, improving our relations with regions perhaps more than satisfying their literature needs. It was not long until the discount percentage and thousand dollar limit had to be boosted up, as some regions were ordering up to five thousand dollars worth of literature at a time.

We also announced an office intern program. The board approved it as a way to train employees that would operate the regional offices we expected would spring up in the coming year. The board authorized the office to pay for half the transportation, the hotel expense (if necessary) and a small salary. The training was expected to last six weeks.

Fairly soon we got our first, and as it turned out our only, trainee. The Lone Star Region of Texas wanted to send their "soon to be" office manager. In a matter of weeks he arrived and we proceeded to acquaint him with each aspect of office operation that we envisioned he might benefit from. He was diligent, hard-working and quick to learn everything we offered. When the training was over, he returned to Texas. After a few months I was advised by their board, who had asked for the training, that their man had taken other work and would not become their employee after all. The intern program was another idea that just didn't work out. We didn't try it again.

Another *Newsline* article discussed the preparation of the Third Edition of the Text which would include new stories, and if the balloting was done, a revision in the language. I visited the printing plant in Fairfield, Pennsylvania during May, and I reported to the board that it was more than adequate to handle our printing needs.

While on the visit to the printing plant, I took a side trip to spend one day at the Ohio regional convention. They had invited Johnny H. from London to be a speaker. I had spoken to him on the phone from time to time, as he was in charge of ordering their literature. Frankly I was unaccustomed to the English accent and rarely understood what he said in our phone calls. I had hoped to spend some time with him in Ohio and work out better arrangements for getting literature to them.

Johnny and I did have a little time together, and worked on reducing the literature delivery and purchasing complications. We agreed that the money they would owe us for literature, would be held in their accounts until we made other arrangements. Our idea was to consolidate payments in large amounts rather than paying high processing fees on each order. The transportation cost and the charge our bank assessed to process their payment would often exceed the cost of each order, even given the mark-up afforded them by the price break.

We would send to them a large order on credit to give them a stockpile, and temporarily they could sell to others in Europe. Unfortunately, we didn't have enough time together nor did we fully understand what each other meant half the time, so we quickly returned to having problems with their orders. Part of the problem was that I frankly didn't understand the costs and complications inherent with international sales and shipping. It would take another year before things got better, but they were at least getting literature.

The board met in early June for its annual meeting. After seating the new directors (Stu T., Chuck L., Bob K., and Steve B.), the board elected Chuck G. as president. Vivian was elected as vice-president and although we continued to elect a secretary and treasurer each year, those positions were entirely ceremonial, as staff now performed those duties. Viv's election caused a momentary problem that had long-term consequences. Bob R. was not nominated, but he later told me that Vivian and Sally E. had both promised to nominate him. He was quite angry, and felt he had been deceived.

As the meeting proceeded, he simply got madder until he reached the boiling point. He rose from his chair, announced his resignation, and left the meeting. The board did not act on his pronouncement, and I later convinced him to cool down and retract his resignation. He did, and served for another year on the board, but he never forgave Sally or Vivian for what he believed was a betrayal. Throughout the rest of Sally's time as a world-level trusted servant, Bob was her constant nemesis.

The board approved the single literature shipment to London, and they signed off on the arrangement I had made with Johnny for holding literature money in their accounts until we asked for payment. I estimated that maybe we'd ask once a year or so. They also approved requests from the Select Committee and the trustees for travel and accommodations for their meetings (money for this had not been included in the conference budget). This was to have an unusual consequence several years later. Chuck L., then a new board member, endorsed this idea and supported its use on numerous occasions over the next several years. However, when he became the conference chairperson he wanted to make all the decisions, and so he no longer supported the WSO board having this in its budget. This turned into a vigorous struggle between Chuck and me, but all that comes later.

At this meeting, the board also approved a proposal to establish a sales discount policy that would permit a twenty-five percent discount for purchases of more than \$50,000. They created a committee to resolve the impasse with Hazelden and similar sales policy questions. They also authorized printing at the Pennsylvania plant I had visited,

and gave me the authority to increase the print order if Hazelden actually ordered a large quantity of Basic Texts. They decided to have typesetting done for new stories added by the conference, and they got prepared to modify the Fourth and Ninth Traditions if the fellowship voted to do so. Completion of the typesetting, however, depended on getting the group conscience vote over with.

A week following the board meeting, the Select Committee had its first meeting. We had mailed a request for input to the committee soon after the conference, but none had been received. There was not much done in preparation for the meeting, as Bob, George and I had been busy with other matters. Nevertheless we met and outlined a general approach to the work. Bob had pretty much decided that he and I would have to do what we had done before. That is, we would have to write it ourselves. In order to give us the time, the committee was not put in harness and driven like a team the way we might have approached leadership with such a major task at hand. Instead, they were left to their own devices, and they drifted. The members had such a vague idea of what should be done that as Bob avoided exercising strong leadership, the committee simply wandered from one thought to another and accomplished little.

Near the end of June, we sent a letter to region and area committees announcing we would begin to sell additional copies of the *Fellowship Reports* (and by implication the *Agenda Reports* too). We required the orders to be mailed in advance of the publication date. The project was a little shaky the first few times, but by the next spring the system went well. No longer would the fellowship have to experience a delay in getting information to the areas and groups.

The transition from Bob R. to George H. as chairperson of the conference did not really affect how things got done between the conference and the office. George, Leah and I were on the phone three or four times a week. And one or the other was in Los Angeles every few weeks. George and Leah were also very diligent in communicating with their committee chairpersons. This was also a subject of our conversations; whenever a committee chairperson would call me and ask for something unusual, I would discuss it with George and/or Leah. One or the other (and occasionally both) were always at trustee and directors meetings. They kept on top of everything!

While we waited for the Basic Text ballots to be returned, we worked hard on being prepared for either outcome. We eventually realized the group conscience ballot was not as quickly done as the conference motion had envisioned it, as several regions were not scheduled to meet until after the deadline. George polled most conference participants by phone, and after gathering general concurrence, a letter was sent to each region and each conference par-

ticipant extending the deadline for ballots from June thirtieth to July fifteenth.

As the new deadline approached, we encountered another problem. Three of the stories to be added to the Text were riddled with errors in syntax and grammar, and one had a profane statement that was offensive to some. A strong reluctance arose within the Literature Committee against printing them unedited. Their opinion was that corrections should be made now — *before* printing the Text — rather than fighting next year to change the Text after the errors were already in print. This was potentially just as explosive as the original problem eighteen months earlier with the language of the Fourth and Ninth Traditions.

The problem was first brought to light in the proofreading session. The proofreading team then took the issue to the literature workshop a week later in Knoxville. The Knoxville conclusion was to edit and print. When Ginni presented this to me, I said no. I reported to the board in a written report about my discussion with Ginni: "She gave me the revised language for the three stories. We had a lengthy and polite discussion about the stories and the review done by the Literature Committee. The final line, I told her, was that the WSO would accept revisions in the stories only in the form of spelling corrections and corrections in punctuation. Word changes were not acceptable, even if they were corrections for Tradition violations or for clarity."

I asked the board for direction, based on four options I presented to them. 1) Print with no changes; 2) Omit the stories and send them as edited to the conference for action next year; 3) Print as corrected for punctuation only; 4) Take the matter to the fellowship in the same manner as was done with the edits to the Fourth and Ninth Traditions. A compromise was eventually reached. If we got the unanimous consent of all the trustees, directors and conference leadership to print as edited, we would do so. And, much to my surprise, we actually achieved that unanimous consensus.

George, Sally and Chuck wrote about this problem in the first *Fellowship Report*, which we mailed in July. I followed up with a *Newsline* article in which I presented the dilemma. The article concludes with the announcement that we were going ahead with what we believed to be the best course of action. The board had been comfortable in taking this position since all three service arms had supported the action and the fellowship was notified in advance. We made the corrections and went ahead with the printing. Fortunately, the combination of the unified approach, the openness in advance, and the *Newsline* article, prevented an angry response.

The Text ballots were eventually received and counted. When they were released to us by Bob R., who had been selected to monitor and tabulate the mail-in vote, we helped George publish a report to all the regions and other voting participants on the outcome. The vote was thirty-eight in favor of returning to the language as Jimmy K. had printed it in the First Edition. Only eight voted to retain the language that would have declared the service structure to be something other than part of NA. I never talked about this with Jimmy, but I know he felt vindicated and more than pleased. We finalized the typesetting and moved ahead to get the Text printed. However, these delays put receipt of the Text off until November.

Concerning the Second Edition Texts we had in stock until the new printing arrived, the board directed that we produce and insert gummed labels, printed with the *corrected language* for the Fourth and Ninth Traditions, in the nearly nine thousand copies on hand. We quickly had the labels printed, spaced to fit the area on the appropriate pages and proceeded to insert them. For a few days everyone with a free moment was pasting correction inserts. We also printed enough inserts to send to anyone who requested them.

While American members were engrossed with the Fourth and Ninth Traditions issues, in Ireland, the fellowship was preparing for the second annual European service meeting. And, much to our dread, the International Committee officers were getting ready to go over there and get involved. We really feared they would mess things up. The fledgling European fellowship was trying to work together and get organized. They had held the first European service workshop in the summer of 1983 in London. Although it didn't accomplish much business, the fact that a meeting was held was success enough. Dublin, Ireland was the 1984 site, and both Roger and Shane (an Irish citizen living in New York) were determined to be there.

We learned that a contingent of the "standing opposition" was going to attend also. Roger and Shane requested funds to pay for the trip, but were refused at first. After awhile, George and Susan relented and agreed to allocate five hundred dollars for the trip, providing we received evidence of every expenditure. We sent the money and they went to the meeting. Try as we might, though, we never got receipts or an accounting for the money. I believe Roger and Shane were both helpful and confusing to the Europeans. Neither had enough experience, in my opinion, to have a truly balanced view of the future of NA. They were not really prepared to help get the new European fellowship off in the right direction. Besides, they were both young enough in recovery that some of their thinking was still confused. Roger made some commitments on behalf of world services

that were not supported by the conference leadership or the office later on. This created some hard feelings that took years to overcome.

Roger also managed to get the Greater New York City region to loan him a supply of literature he would sell while in Dublin and return with the money. He sold the literature, but the New York fellowship didn't get the money. In Dublin he convinced the Irish committee, probably without much effort, to advance him a supply of T-shirts they had made commemorating the event. He was to sell them in the US upon his return and send back the money. They never saw the money or the T-shirts again. Roger was a likable guy, and I loved him as did most other people, he just wasn't the person to trust with money. But his dedication to recovery was contagious and he was fun to be around.

By mid-October, the International Committee had ceased functioning, and Roger was laying low, not responding to anyone. George, Leah and I tried to communicate with him in an effort to get the committee going, but to no avail. George wanted him to get back in the groove or to resign from the committee. Some time in November he indicated a willingness to resign. George was to send Leah to New York to meet with the remnants of the committee and take over its management, but that was months away.

During the mid-summer months Robin sent us the remainder of the *NA Way* magazine things she had. There were back issues (which we added to our inventory), and the releases and stories that had been submitted. One of the interesting tidbits of *NA Way* history was the discovery that fifty-one of the first one hundred and fifty articles were authored, or co-authored by one person. When I showed that to Bob R., who had been an opponent of the magazine from the beginning, I got one of his "I told you so" looks and a shake of his head.

Meanwhile, during that summer, we spent a lot of time working with the other conference committees. The Literature Committee met in Knoxville, Tennessee in July, and the PI Committee met in Boulder, Colorado. We helped prepare the committees for their meetings and provided a staff person to assist at both. We provided even more assistance after the meetings were over in order to accomplish the new work they decided upon.

First were things from the Literature Committee. Ginni had approached us in May to do the typing for the updated drafts of their projects. We agreed without hesitation, and Ginni began sending things to us, working with the clerical staff by phone, and periodically visiting the office. The Literature Committee decided to focus on getting approval at the next year's conference for the *Handbook for NA Newsletters*, revisions to the pamphlets *Self-Acceptance* and *A Physician's Viewpoint*, along with revisions to the Basic Text.

At the PI meeting in Boulder, Colorado, the committee established a work plan that included development of a comprehensive handbook, a properly organized national PI network to handle the media, and possibly some public service announcements. They also decided to conduct a survey which would serve as a census of NA to learn more about the composition of NA membership. It may have been a fine idea (AA had been doing this for a number of years) but for NA at this stage, this idea proved as volatile as dynamite.

Kim gave assignments to her committee members for different aspects of the work. Danette, on behalf of the office, agreed we would perform a variety of typing and copying duties. Danette had returned from the Colorado workshop reporting everything was well with the PI Committee. I thought things were going quite well with them too. Then in late August, out of the blue, I received a letter from Kim criticizing me for not providing assistance to them and for thwarting their work. I was shocked. I immediately called George and Leah to help me figure out what was going on. With their help and a few quick letters and phone calls, we were soon getting along quite well again. In fact, I accompanied Kim to a PI workshop in late October to West Virginia. But deep inside I don't think either of us really trusted the other then or afterward. And in 1990, I believe this long-simmering distrust made it easy for Kim, then a trustee, to participate in my removal.

In an effort to smooth over any real or imagined difficulties, we quickly helped put together and distribute the member survey Kim had been working on. It was published in the *Newsline* in late August. It immediately blew up in our faces. It was a one-page questionnaire that asked the members: age, sex, clean time, drug of choice, and how they first heard of NA. It was the question about drug of choice that caused the blowup. The survey was voluntary; no one had to answer if they elected not to. They were not even required, if they volunteered, to answer all the questions. And, while it is true that NA doesn't care what drug a person used, the committee felt it was desirable that the question be asked. They held that the public at large did make these kinds of distinctions, and it would be helpful in answering questions about NA to be able to provide responses to these kinds of questions.

The drug of choice question became a rallying point for the opposition. When Kim and I went to the PI workshop two months later, this was the primary focus of anger from the standing minority. They were incredulous at what they perceived to be a lack of understanding of NA's First Step and basic philosophy.

Kim's committee was also working on a comprehensive publication that would become the *PI Handbook*. The outline that evolved

over the next few months took on the proportions of a major new publication. The committee asked me to write some sections because of my experience and knowledge in these matters. Over the next few months, as time permitted, I worked on it. Fortunately, Kim would frequently ask about progress, and that was always enough prodding for me to get some more accomplished. Sadly, with so many other things taking up my time, I did not have the opportunity to put enough work into it early enough to have it ready before it was critical in their schedule.

One of the issues that came to the forefront that summer was the frequent and often unfortunate exposure of addicts in the mass media. It was an election year, and the politicians and media executives were using drug addicts as a way to get attention. Sensationalism was good for politicians and the media outlet broadcasting the story. It didn't matter to them at all what the repercussions such notoriety had on the addicts' prospects for recovery. For the next few months, this became a major concern for Kim, the trustees and our office. The media didn't care about or understand anonymity. In fact, anonymity was against their perceptions of what was important in a story. So every evening in the news, more addicts were exposed on national TV with interviews and cameras.

PI Committee members across the country were being confronted by reporters who wanted to conduct interviews of addicts in recovery as well as those still using. Often a national news story would result from one of these local contacts. Every day we were being called for advice. Kim, George, Sally, Danette and I spent a lot of time discussing these situations and helping when we could.

Reporters wanted the drama and emotion of a using addict in the throws of addiction. We would not consent to be part of those kinds of stories. We were interested only in talking about recovery and doing it within the framework of the Traditions. We could not control what local PI Committee folks did, but we gave as much advice as we could. In time we began moving toward development of a policy that could be practical and afford NA the best possible response to inquires, stories and incidents. This was developed over the next several months and put into place on an interim basis. It provided for a response team which included Kim, the trustees, the conference leadership, and the office (usually Danette or myself).

We had fewer problems with other committees, except for continuing foul-ups with Literature Committee work. For some reason, we consistently made big mistakes with things we did for them. I had to admit they were oversights based on my lack of attention or misunderstanding what Ginni wanted done. In one case we announced in the *Newsline* that a pamphlet was being withdrawn from cir-

ulation based on a decision of the conference. Unfortunately I had the title wrong and had to issue a correction later. We didn't really begin to adequately serve the Literature Committee or their growing needs until we hired a coordinator to directly accomplish their work.

From time to time, Bob R. and I would have discussions about the Select Committee work. We had some material written and we had created an outline, but there were so many other things going on for both of us that we seldom had time to really get much done. Recognizing the November deadline, we went ahead and organized a meeting of the committee at the office in August. The meeting was held, but didn't produce much. The committee as a whole was less than urgently in favor of re-writing the entire *Service Manual*. Another meeting was scheduled for September.

We had good luck and a close relationship with the H&I Committee. Bob B. from San Francisco came to LA for a few days in early July. He, Bob S. of the WSO Board, Danette and myself developed a comprehensive work plan for the H&I Committee. The plan envisioned a two-year effort to better organize the committee, develop new H&I literature tools, and systematically respond to requests from institutions. He took this plan to his committee, and over the next few years, each item was implemented. We helped at every stage, especially later in the year when we hired a coordinator for H&I work.

A high priority for us following the conference was the newly-formed Convention Committee. The World Convention had been an independent activity with no world service oversight or control since 1977. Because it had grown so large, the conference decided to assure that it was managed properly, including an accurate accounting of the money. It was a new committee, and its chairperson, Bobby B., was an active and experienced convention leader. Two other experienced convention devotees intent on being active on the committee were Chuck L., and Stu T., who had both been added to the office board. During the summer months, they assembled a comprehensive package of convention guidelines from material received from conventions with written policies. A lot of the material came from Bo S., who had chaired an ad hoc committee on conventions a year earlier. The committee held a workshop in Philadelphia and one at the World Convention in Chicago to gather more input and draft guidelines.

All of these activities by the committees, the trustees and the office were fully reported in the August *Fellowship Report*. It was a fine example of the "up and rolling" forces that had evolved in harmony in hardly a year's time. Through the hard work of the combined leadership of the trustees, the office, the conference and its

committees, unity had developed. We were truly working on problems together.

In the office portion of the *Fellowship Report* we noted that The Little White Booklet and five pamphlets had been produced in Braille and were available for purchase. We were entering them into the national Braille library system so Braille library could have copies sent to them free of charge. Each copy of the White Booklet in Braille cost the office about \$3.00 so we were going to lose money, but it was worth it. We also announced we had completed drafts of French and German White Booklets and pamphlets. We had just received these back from translators hired through California State University Northridge. We were sending them for typesetting and then on for review by members in countries where they would be used. We had also found a person through that university who we planned to use for translations into Spanish. The Spanish was scheduled for work in September, and at the same time we had contracted with a professional tape recording company to record the Basic Text on cassette tapes. We felt we were on the right track with translations and special use materials.

During the summer and fall of 1984, George became concerned about the Finance Committee. The bulk of its membership seemed to be from the standing minority, and that concerned us. Over the following months he and Leah tried to keep abreast of everything the Finance Committee worked on.

During the summer months, I had regular contact with the Chicago Convention Committee. Five members of the committee had periodic contact with me beginning soon after they were selected to host the 1984 convention. One of the first questions had been about incorporating the Convention Committee as a non-profit organization and obtaining tax exempt status. Without giving the matter a lot of thought I concurred that this would probably be a good idea. They had incorporated and were filing for tax exempt status.

As the convention came closer, the number of issues they called about increased. We included copies of flyers in the *Newsline* on two occasions and did our best to promote the convention. When it came time to discuss literature sales at the convention, by agreement between myself and the WSO Executive Committee, we decided that I would go to the convention so I could monitor the sales, but leave the actual sales to their committee. This was a relief, and made the convention much more productive for me.

In August we sent our last offer to Hazelden to allow them to handle our literature on mutually agreeable terms. At the same time I sent the board a travel policy that could monitor and control how we handled, authorized and accounted for travel paid for by the office.

This policy would cover travel by all trusted servants and employees. It also included a procedure for getting approval for travel that was not in a conference budget. Travel not directly part of an office responsibility, and not included in a conference budget, would require agreement among myself and the chairpersons of the trustees, the conference and the office. Included with my report to the board was a policy proposal for how to review and approve speaker tapes for inclusion in the inventory.

To the theme of "Miracles Happen," World Convention attendees began arriving on September second at the Hotel Continental in Chicago. The Thursday evening meeting returned to the participation format, but Friday featured two kick-off speakers. [RH1] The convention was a tremendous success, with more than two thousand members present for the Saturday evening speaker, Greg P., who spoke to a rousing audience. Again I was amazed at the pandemonium that reigned when newcomers came forward in front of the crowd of thousands to be recognized. It was a moving spectacle. The convention ended in the usual way, with a Sunday morning spiritual speaker.

The Chicago committee was meticulous in the records they kept of their meetings and transactions. About six months after it was over, they gave me a copy of everything — some 600 pages of minutes, bank statements, reports and receipts. I used this from time to time in subsequent years as resource material when other conventions needed help. We also used parts of it in the convention guidelines.

I spent a lot of time simply talking to people during the convention. Since the office had done such a turn-about in the past year in getting orders out on time, I received very few criticisms. Just the same, I was busy nearly all the time. Every time someone found out who I was, new questions began. There was a major difference this year though — I got lots of praise for the dramatic change that had taken place in fifteen months since I came on board.

I tried to meet with folks from Europe to talk about how things were going with London's literature distribution operations, and about translations. The Irish said it wasn't working, and the Germans were already pretty much on their own. My general fears about the administrative weaknesses of the European fellowship was confirmed. I felt we would have to embark on a different course of action than I had tried to establish with Johnny H. I learned I was expecting too much out of the Europeans too soon. The fellowship over there needed a little more time to mature.

On the domestic side, there was much less hostility towards me and the office. Yes, there were still some who were wary, but overall

the discussions and questions were positive and less intimidating than they had been a year earlier.

Much of my energy during the convention was devoted to the conference committee meetings that were being held throughout the weekend. George and I divided them up between us. Bill H., the Policy Committee chairperson, had been having a tough year. Since the Select Committee had been created, there was relatively little for the Policy Committee to do. The committee was small and somewhat demoralized. They discussed concepts of "trusted servant" and a "working definition of group conscience." More work was planned for a workshop in November. A similar report was given by Dale A. about the Finance Committee. They continued to move along with the treasurer's handbook, and planned for more work in November alongside the Policy Committee in Knoxville, Tennessee.

Selection of the 1985 convention site was conducted with the usual fanfare for those years, and the bid from Washington DC was chosen. At a hastily-arranged meeting on Sunday morning, I met with the bid committee and members of the Chicago committee. Over the coming year I was occasionally called by the Washington committee, but they worked most things out for themselves.

The trustees also held a meeting during the convention. Eleven were at the meeting, the most ever for a meeting away from Los Angeles. They recommended that approval of the pamphlet *For Those We Love and Others* be withdrawn, assigned a trustee to work on each Tradition chapter with the conference Literature Committee for *It Works: How and Why* (the new title for the publication earlier referred to informally as the "Twelve and Twelve"). They spent a lot of time discussing what their role was in world services and how to be effective. They unanimously voted to endorse the minor editing and then printing of the three stories in the Basic Text. They also voted to endorse the speaker tape review and approval system and agreed to participate in it. Equally important was their decision to endorse and participate in the travel policy the office directors were also considering.

Earlier that summer the trustees had received a request from the fellowship in Australia. They described their need for guidance in the form of a visiting trustee. They had specifically requested a woman, preferably at the time of their next convention. After due consideration, their request was granted; Sally went in late September. Her visit was the first by a world-level trusted servant to Australia, and they took grand advantage of the opportunity. They arranged meetings with federal corrections officials, news media and professionals. She was seldom alone throughout the convention, as members accompanied her to soak up every tidbit of recovery insight

she had to offer. This was to set the precedent for a number of similar visits by world-level trusted servants around the globe.

In mid-September the office board met and worked through an extensive agenda. The first item was the viewing of a film that had been made by a college student with Jimmy K's participation several years earlier. It had been suggested that maybe the office would want to buy the rights to the film and use it to tell the story of NA. They only wanted \$57,000. Kim J., the PI Committee Chairperson, was there to participate in the discussions. The board suggested that the offer be declined, and NA should start from scratch and make its own. The board told Kim that the office would underwrite a public service announcement production for TV if she could present to the board a realistic and viable project.

They adopted a policy for a speaker tape review process, a travel policy and a discount sales policy. Although the discount schedule they had earlier offered to Hazelden was still not acceptable, the differences were soon worked out. We didn't give them the full discount they wanted (but we were close), but they agreed to accept direct deliveries from the printer and to pay for all the shipping costs. This saved us money and reduced the loss we would experience in connection with their purchases compared to other sales.

Since the motion permitting the office to sell medallions and similar non-literature items had been adopted at the conference, we had done considerable work in preparing design options for the board. With the notice for this meeting, we had mailed six design options. The board liked several and instructed us to pursue those for possible inclusion in the *Agenda Report*. The design used by K. Bea C. was one of them.

I gave the board an organizational chart that outlined how I thought the office should be structured. It provided for several administrative people on the same salary and responsibility level as Danette. I suggested coordinators for Group Services, H&I, Literature and PI. The office financial condition at the time was good. We were, in fact, putting about five thousand dollars a month into our saving accounts. I requested only coordinators for H&I and Literature right away and explained that I would reassign Danette to have PI duties. The board was cautious, because the fellowship had never used special workers to this extent before, but they were convinced that the fellowship would tremendously benefit from knowledgeable administrative workers in these fields. They gave approval and left to me the matter of filling the positions.

Within a few days of the meeting, I had talked to the individual I wanted for H&I. Bob S. had been on the Board of Directors at the time for about six months. Prior to that, he had been the RSR from

Southern California, and frequently attended board meetings. He had an extensive H&I background. I set up a meeting with him.

I was very blunt in saying I wanted him for the job. He was quite surprised, and at first wary of accepting. His primary reluctance was because he was then a board member and worried about the propriety of having just voted to create the position, then being offered the job. Had I discussed offering him the job before the meeting, I argued, and he then voted on the matter, there might have been grounds for a legitimate concern. But since I approached him only after the decision had been made and without having consulted others about it before the board meeting, I felt we should have no concern over impropriety. He thought about it for a few days, then called to tell me he would take the job.

We eventually found an acceptable salary level, although I actually think he took a cut in total compensation as we did not, at that time, have a medical plan or some of the other benefits he had been receiving. But he was certainly challenged by the opportunity, and so dedicated to H&I that he was willing to make the personal sacrifice. When I discussed his selection with board members individually, they were all pleased and supportive. He came to work for us in November.

Selection of the literature coordinator was a little different. I had first approached Ginni S. with the idea in July. Because she was the Literature Committee chairperson, and therefore a voting member of the conference, I felt any decision to hire her, should be something she was really comfortable with. I wanted her for the job, as she was simply the best qualified person and the fellowship needed her experience and skill.

During our discussion, I suggested we could separate her volunteer service work from the work she did for us for pay. We had several discussions about the propriety of this and how to accomplish the separation. I knew she was the right person for the job, even though I felt she would be hard to work with at times. She was always nice, but seemed occasionally to be abrupt with subordinates and was strong willed.

Was she, she wanted to know, getting into a situation that compromised her principles, or her loyalty to the conference Literature Committee, or her independence of thought and action? Was she going to get paid for essentially doing twelve step work (a recurrent question at the time, since the fellowship was just beginning to more fully implement the Eighth Tradition)? Would I or the office attempt to control what she and the Literature Committee did? I assured her that she would have complete freedom of thought and action, but she

had to use her own judgment in reaching conclusions about propriety of coming to work for us. She needed time to consider the offer.

After the board approved the position in September, Ginni and I had more discussions about it. She had concluded, after considerable soul searching and prayer, that she would come to work for the office with a clear conscience, and would be comfortable working in the office as the literature coordinator, providing she would remain free to utilize her non-working hours (as she was doing while employed in San Diego) to perform her volunteer duties as chairperson of the committee. She felt that as long as she performed her member responsibilities as a participant in the committee, representing the fellowship at the conference without interference from me or the directors, she could in good conscience work for the office and continue as chairperson of the committee. We agreed to these conditions, and she made preparations to move to LA.

I then had to present the selection to the Board of Directors. In one of my periodic reports to the board, I discussed my choice and gave them both sides of the issue. Most took the news with mild reservations, but several were not particularly happy about it. From Bob R. I got several of those long talks, and only very reluctant support. His view was that even if there was no impropriety, there would be the appearance of it. He felt it might undermine her authority and independence within the committee, and the fellowship at large might disagree about the propriety of the decision. He said he did not like the decision, but would support it if I was committed to it. I was, but I never heard the end of his objections to the decision or to Ginni as an individual.

Response from the fellowship was mixed. Most who became aware expressed no objection. A few were strongly opposed, and made this one more issue they had on the list of unacceptable acts the office was guilty of. The issue was later debated during the 1985 Conference when I presented the office report. Several members clearly and loudly opposed it. Over all, however, the conference was okay with the decision and did not challenge Ginni's right to vote as chairperson of the committee. Neither did the conference instruct the office to refrain from such decisions in the future.

In late October of 1984, I had to attend the PI workshop in West Virginia with Kim. We flew together and jointly experienced what we should have recognized as omens of bad times ahead. Our milk-run journey was held up in Denver while we watched mechanics take a part off the engine of the plane next to us and put it in our plane. Having missed our connecting flight out of Chicago as a consequence, we had to stay the night in an airport hotel. We were treated to a

2:00 AM fire alarm, and had to spend half an hour in the freezing night air while the building was examined.

We arrived in West Virginia to a domestic fight between the spouse and member who picked us up at the airport, and then rode in a crowded car to a state-operated conference center some thirty miles from the nearest city of any size. Here we stayed for two and a half days while considerable work was done, but the same forces that had attacked Ginni at the literature meeting a year before were there and attacked Kim. Fortunately, George also came to the workshop and played an important role in keeping the committee on track.

The attack began at the Saturday morning meeting. A well-known member demanded Kim send a letter of apology to the entire fellowship for intentionally breaking the Traditions and then resign as penance for the destruction to the fellowship she and the committee were doing by conducting the member survey. I didn't wait long to launch my own response to this fellow for his disruption and inappropriate behavior. He had not been on the PI Committee or attended a single WSC PI meeting. He and his henchmen stalled the work for a number of hours, but after they had made their accusations and recognized they weren't going to have their way, they slowly backed off.

I was angry and nervous as hell. It was simply not appropriate that Kim and I should have been so viciously attacked by this self-appointed guru or his entourage. It was simply not right that a group of self-appointed "messengers from God" should decide that the fellowship was wrong and they were right on this and a whole list of other grievances they demanded we correct. It was hard to read through their insanity and see any of the positive that might be hidden in their perspective. Kim and I both tried, but the message, if any, was hard to decipher because of the messengers marauding tactics. We survived the attack, and it drew us closer together; our working relationship improved for a while.

A lot of work was actually accomplished during the rest of this meeting, including the decision to authorize Kim to work with the WSO and produce public service spots for television. Over the following months Kim and I worked together to refine our criteria and looked for scripts. I tried successfully to get agreement on using text from approved literature for the scripts, if at all possible. We spent a lot of time looking at PSAs from other organizations and received proposals from half a dozen companies interested in doing our work. A week after we left West Virginia, the H&I Committee arrived to have their workshop.

While we were with the PI Committee in West Virginia, over in Philadelphia, Bobby B. and the Convention Committee were meeting

to compile a draft of the convention guidelines. They did a terrific job. From the thousand or more pages of input, they were able to "cut-and-paste" a draft of guidelines for a World Convention Committee, directly responsible to the World Service Conference. The guidelines covered nearly every aspect of conventions, from merchandising to public information and registration. A system for bidding to host a convention was proposed, along with a geographical rotation for moving the convention to all sections of the fellowship.

There was still more detail work to do when the weekend was over. Bobby took that material home to finalize as much as he could, using Mary B. from Texas as secretary to the committee. It soon became clear that the office's clerical staff was needed, so we decided to have Bobby bring everything to the office in early December and we would apply our clerical staff to getting his manuscript typed. He had mailed us the draft manuscript and we had it in the computer by the time he arrived. He, Stu T., Chuck L. and I spent two days and nights working it over until it satisfied their vision of how it should read. It was a good document.

At the same time as the PI and Convention Committees were meeting, the WSO staff was putting the final touches on a mass mailing to treatment centers. We had about two thousand *World Directories* which were now about a year out-of-date. We mailed them as gifts to treatment centers, hospitals, and a selection of public agencies. We also included some pamphlets, a White Booklet and order forms. This resulted in an immediate sales increase. In the next three months, our sales to these potential customers shot up to over \$25,000 a month and simply stayed there. I was always pleased that my mistake in ordering too many *World Directories* turned into a blessing.

Throughout the summer and fall of 1984, Bob R. and I continued to meet regularly as we had been doing for a long time. We spent a lot of time together working on the draft of the new *Service Manual*. The Select Committee had held its second meeting during October. The committee had discussed a wide range of structural issues, but were uncertain about what a new service structure should look like. The only thing that clearly came from that meeting was a desire for an entirely new document (at least in style, format and organization) rather than a simple modification of the *Service Manual*. Before and after the meeting, Bob and I were working our way through each chapter with new ideas. We followed the same routine from the year before. We discussed each idea, and then I entered it in the computer. We then printed it out and talked about it again. Additional

changes were made at a future meeting, and then back to the computer I went. We worked our way through the whole thing this way.

Despite the time Bob and I spent together, it eventually became obvious that the *Guide to Service* material, as we were calling our working draft, was not going to get done by the November deadline. A report explaining the complexity of the material, and the need for deliberation rather than speed, was published in the fall *Fellowship Report*. There were a few who were probably disappointed, but there were not many real complaints. Over the following year, one delay after another came up and the work didn't get done. Although we didn't set out to delay development of a successor to the *Temporary Working Guide*, that was the result. The *Temporary Working Guide to the Service Structure* remained as the service manual for the fellowship.

Chuck and I had been talking off and on during the fall of 1984 about the creation of a succession plan for my position. Chuck brought the discussion up at the November board meeting, and I was directed to draft a policy and procedure related to that, including a job description. They modified the discount policy approved at the previous meeting to accommodate one last glitch with sales to Hazelden. Hazelden soon thereafter made their first purchase of the Basic Text, ordering more than \$101,850 in literature, including 20,000 Basic Texts. The policy applied to any large purchase, and in time a number of NA offices were buying their literature at the same discount.

In early November, Bob R. and I went to the Literature Committee workshop in San Diego. The committee was working on the cut-and-paste operation for the Steps and Traditions book. Ginni had organized the work into four or five teams, each working on one or two of the Steps or Traditions. I was "volunteered" to help one group of three members discussing Traditions. I worked with this group for two days.

Each working group was simply taking text (unconnected paragraphs mostly) that had been accumulated from prior input and trying to line up the input in a coherent order. It was not a realistic way of getting a good product. We did manage to remove duplicate material and create a logical sequence. For several Traditions there was so much duplication that once extraneous material was removed there were hardly two or three double spaced pages of information. And most of it was a poorly worded restatement of sentences already in the Basic Text. There was almost no new or original material, and therefore it would be of little value to members searching for knowledge and inspiration beyond what was in the Basic Text.

When it was over, we went home a little discouraged. We knew something had to be done. Although, according to the timetable the full committee had established earlier in the year, Ginni felt constrained to publish the material, such as it was, as a review form. According to the NA literature development process, a review form was a draft of a work-in-progress that would be submitted to the Fellowship for a year's review and input, hopefully leading to an approval form of the piece to be submitted at the next conference for approval. I agreed we would put the review form together for the committee.

Through this process, we came to believe a new approach would be needed if we were going to produce good literature on the Steps and Traditions. Within a few weeks, the Literature Review Committee had read the San Diego draft and began discussing with Ginni alternatives to publishing what had been produced from the two workshops.

Out of those discussions emerged the idea of hiring someone to help polish the material that was already available and integrate new material that the Literature Review Committee felt they could generate. We approached Sally and George, and both promised their support if the literature guidelines allowed it. The guidelines did, and through conference phone calls to the Review Committee, they decided to request the office come up with the money for the project.

In the fall of 1984, things began to fall apart in the International Committee. For a while Roger reverted to the same behavior he exhibited when he was failing at chairing the Literature Committee three-years earlier: he hid out. People could find him at meetings and at various functions, but he wasn't communicating with the International Committee at the level they wanted. This was tough on him, since some of those he had appointed to the committee lived in the New York City area. Shane, his vice-chairperson, had lost patience and began calling George and Leah. Soon others were calling too. People were quite concerned about the surfacing financial improprieties connected to Roger's Ireland trip. The New York Service Office wanted their money, the Irish wanted theirs, and Susan, the conference treasurer, wanted an accounting for the money we gave them for the trip.

George and Leah made several efforts to reach Roger and see what could be done. But history repeated itself, and Roger just hid out until George relieved him of his duty in November. Shane took this decision with mixed feelings. He felt he should have immediately been given control of the committee. But he didn't have a lot of clean

time, and with the committee in the state it was in, George selected Leah, to take over the committee until the conference.

In late November we published one of our best *Newslines* ever. It was well-written and contained a lot important information. George wrote a brilliant three-page report about the growing problems the fellowship was experiencing and the need to work together. An equally well-written article by Sally stressed the need to accept the group conscience of the fellowship as expressed through the World Service Conference rather than giving too much weight to the voices of dissent after decisions were made.

Bob R. wrote a statement containing an explanation for the Select Committees' failure to produce its replacement *Service Manual* in the six months assigned by the conference. He said that the committee expected to have a draft in January, with review and modifications taking place in March. Workshops would then be needed during 1985 to develop the work further, with a final workshop in November of that year. Approval, according to Bob's proposed timeline, could be accomplished at the 1986 conference. This was the first nearly realistic schedule ever written about revising the *Service Manual*. However, it was still too optimistic.

In December, when the trustees met, they reviewed a video being sold by Hazelden and some other videos produced by local PI Committees. The Hazelden production was found to be offensive to our Traditions, and a letter was sent to them pointing this out. On the others there were various objections about the quality, content and image they projected. From this viewing, they began to establish guidelines they felt were important in PSA productions.

The trustees expressed considerable interest in the literature workshop and the status of the Steps and Traditions book, *It Works — How and Why*. They easily reached a consensus that professional assistance was necessary and wrote to the Literature Committee to encourage it.

They also worked on an interesting problem that members had talked about from time to time. In the *Starter Kit*, there was a specific reference to the Lord's Prayer as the closing prayer for NA meetings. A lot of groups had been doing that for years, so when the kit was adopted, no one seriously questioned the propriety of the choice. A member who was quite offended by the prayer wrote, charging it violated our Traditions, promising to sue the trustees if they didn't change it.

Although the trustees agreed in principle that a change should be made, they didn't order us to do it, and they sent one of their

members, John F., to visit with the angry member. He was not mollified, and his letter set in motion the removal of that specific reference. The trustees included the proposed change in the *Agenda Report*, and the conference adopted it by a vote of fifty-seven in favor and two opposed.

Two days after the trustees met, I sent a memorandum to the directors explaining the situation about *It Works* and asking for their input on a specific motion to allocate money to hire a professional writer to help with the project. Estimating the cost to be about thirty to fifty thousand dollars, I told the board we could afford it, and that it would be a good investment considering that we would realize a hundred times the cost from the publication of *It Works*. Sensing we might get all the right concurrence, Ginni dove into a quick search to find the right person, and soon narrowed the focus to two writers.

On December thirty-first of 1984, I sent the directors another report. I noted we had begun sending speaker tapes to the newly-created Review Committee. It had taken slightly more than a year from when the board agreed to discontinue selling tapes until the review process began. It would be a few months until we had some tapes approved and added to the inventory to be sold.

Two days later, a committee assembled in the office to go over development of PSAs. Since the office had consented to finance the project, Kim was determined to strike while the iron was hot. Leah had arrived to work in the office as a volunteer for a few weeks and to specifically work on the *Fellowship* and *Agenda Reports*. What would later become known as the Joint Administrative Committee had its first meeting a few days later. It was a busy week.

On January fourth, George and the conference committee chairpersons arrived to discuss the conference and finalize their material for the *Agenda Report*. Sally and Chuck G., chairpersons of the trustees and office board respectively, were also invited. Bob S., Danette B., Ginni S. and Ron H., the newly-hired WSO coordinators, were also there. This was the first time that this collection of trusted servants and special workers were gathered together in preparation for the conference. Thus was held the first Joint Administrative Committee meeting. It was a very productive meeting and helped generate the best *Agenda Report* so far. They also decided to allocate money to send conference officers and committee chairpersons to several agenda workshops. Putting the *Agenda Report* together was not entirely smooth. One committee chairperson had brought along a number of motions to include that had not been voted on by the committee. After considerable discussion and some soul searching, he withdrew the motions.

This meeting was a turning point in the evolution of world services. Prior to this, each committee worked in isolation throughout the year. Under Steve B., in 1981, the conference chairperson began to keep track of what the committee did. When Bob R. took over, he expanded this to assert leadership and influence what the committees did. Now, under George, he got them together to begin to think of the conference leadership as a team rather than separate and unrelated committees. It worked very well to bring world services into closer harmony. Committees now had a forum for trading ideas and identifying the impact of one committee's projects on the others. It was a whole new level of mutual cooperation. It also provided them an opportunity to work together in the development of their final *Fellowship Report* and the *Agenda Report*.

Between that Joint Administrative Committee (JAC) and the WSO Board of Directors meeting the following weekend, we interviewed the prospective candidates to help with *It Works*. We assembled an interview committee of two trustees, one conference officer, one office director, Ginni and myself. The first prospect was eventually rejected, in part because of her recent role in writing a major publication for AA. Some felt that she wouldn't be clear and objective in articulating the NA message as distinct from the AA message.

The other prospect had several self-help books to his credit that had been on the best sellers lists. During the interview he indicated a preference for having the work done jointly by himself and his wife, who he claimed was equally talented and would do most of the work without additional cost. We felt comfortable with this idea and decided to offer them the work. One of the directors and I negotiated the fee and payment structure with their agent over the next few weeks. The decision to hire them for the project was approved at the March board meeting.

In January, the office board approved my proposal to a revised translation policy. It outlined how we would pay to have draft translations made and then have them refined by member committees composed of people who were fluent in the language being translated. It was a small beginning for a policy, and proved to have its problems as we tried to implement it over the next few years. The board adopted the proposed budget I sent them based on expected income of over \$1.3 million. A year later we were surprised to learn our income was hardly more than \$50,000 off the projection.

I presented the full background of the *It Works* project at the January WSO Board meeting. There was a thorough discussion, after which the directors gave the green light to go ahead with this approach. At the time the idea seemed so right. We felt we had found a problem in the development of quality literature and identified a

practical solution. We had gathered a consensus for the plan. Literature Committee guidelines allowed for this, and the committee had requested it.

Unfortunately we were off on a new experiment that would backfire and have tragic results. It would be several years before this blunder was over with. I didn't consider it a blunder at the time, and staunchly defended the project. However, in retrospect, it seems we were a little ahead of ourselves in taking this approach before there was broad-based acceptance and readiness among the fellowship. The idea of using paid special workers to bring this level of professional expertise to a critical project was simply too new to be accepted. The fellowship had many years of experience with the Eighth Tradition's words, "Narcotics Anonymous should remain forever nonprofessional," but was still in the infancy stages of applying the part which states, "but our service structure may employ special workers."

So our blunder was political in nature. We failed to understand the depth of feeling against using a professional writer in the development of a key piece of NA literature. Contrary to the accusations which later came our way, however, this mistake was not about a lack of love or concern for the best interests of NA. Everyone involved was concerned first about the recovery of addicts. We were convinced that we were acting properly and in the best interests of the fellowship.

Even while this was going on, we sent the San Diego draft of the *Steps and Traditions* to a printer. We had several thousand copies made and sent many to Literature Committees around the fellowship.

When the board discussed personnel policy at this meeting, they eventually turned to their reaction over my decision to hire Ginni. Although the board remained supportive of my decision, they decided to have me assign her to duties outside of the literature area until after her term of office with the committee was over. I was disappointed with this, but it alleviated some of the pressure that would have otherwise occurred.

They also decided to take a more assertive role in hiring for subsequent positions. After discussing it at this and subsequent meetings, they decided they would, in the future, determine on a case-by-case basis how each coordinator was selected. For some, they would simply require prior concurrence, and when it seemed appropriate, they would require competitive testing. This was implemented later that year when we sought to fill two other positions.

The *Conference Agenda Report* produced that year was terrific! It displayed one of the most productive and harmonious years we had ever seen in world services. The one hundred fifty-page report was published on schedule and mailed to each conference participant. It

included three complete handbooks (H&I, conventions and finance) and three single page pamphlets for approval (*Hospitals, Institutions and You; The Loner: Staying Clean in Isolation; and Welcome to Narcotics Anonymous*). There were numerous other motions from the Literature Committee, policy, trustees, and the office, including renderings of different options for the medallion design.

The letter from Ginni that accompanied her agenda material started out with details about the decision to use a professional on the Steps and Traditions book. After explaining the background to the review form of *It Works* then available for purchase, she wrote about the use of a professional. "It is also the consensus of the committee that a professional writer should be employed at this state of the process. This writer will use the existing manuscript, together with additional input from the fellowship to prepare the approval form. The final form will be evaluated at the annual meeting of the Literature Committee in November, 1985 before it is sent out to the fellowship for approval. ... Again we reiterate, this manuscript is a work-in-progress. ... We intend to actively solicit input, especially from some of NA's long-term members who have valuable experience in applying the principles of the Steps and Traditions..."

By putting such a bold statement in the *Agenda Report* and through other published notices, we made every effort to announce what was being done. The guidelines provided for the use of professional help, and the chairperson was making the declaration that it was being done. She also asked for comments and additional input. As she mentioned in the report, we published the Steps and Traditions as they had been finalized at the San Diego workshop. Seven thousand copies were eventually sold to committees and individuals interested in reviewing the work. Copies were also given to the writers who, as we expected, quickly pronounced it deplorable and told us they needed new material to work from. Over the next five months, twelve members with considerable recovery experience from different geographical areas were interviewed about their understanding of and experience with Steps and Traditions.

After the hustle to get the *Agenda Report* mailed out we sent Danette to Quebec, Canada to meet with addicts who had discovered the WSO back in September. Most of their members were French-speaking only, but the contact person spoke English too. There were two different organizations, one calling itself "Prescription Drugs Anonymous (PDA) and the other "Drugs Anonymous" (DA). They were both independent fellowships, but were using plagiarized material from AA. Between them, they had nearly fifty meetings spread over a wide area of Quebec Province.

Danette had been handling the contact with them through a number of phone calls. Each day revealed new and exciting information, and they eventually asked us to send someone up to meet with them to explain more about NA. After talking it over with Sally, George, and Chuck we decided to send Danette.

Her trip was certainly exciting. The weather may have been cold, but the reception they gave her was warm indeed. They treated her with love and respect. Her visit, with its accounts of a worldwide fellowship of recovering addicts, was electric news to them. The logic of joining NA seemed irresistible, and within a few weeks, the groups were voting to change their name and join our fellowship. There were two problems to resolve, however. First, they permitted the consumption of beer. That was stopped in fairly short order. The second was the need for French literature. They didn't like the translations we had already completed; they insisted on doing them over.

In March of 1985, the WSO Board of Directors gave approval to lease a second building. Although it was actually several months before we signed a lease, it was an important step. We were fortunate to lease a building just a hundred fifty feet away from our present office, on the same side of the street. The board also approved the agreement with the writer who was contracted to work on the Steps and Traditions.

Throughout the previous months, Kim and I had held a series of meetings on the full range of PI projects. We spent a lot of time working on development of PSAs. These meetings paid off. In February we agreed on scripts and began looking for companies interested in producing them for us. Five companies responded to our request for a bid, including one public television station. We proposed to the board that they allow us to hire two companies and produce one from each company. They approved, giving us a total of \$36,000 for the project, which we expected to be completed within thirty days. As it turned out, we got four PSAs for a little more than we had expected to pay for two.

On international issues, the board authorized us to bring a member of the new French Canadian NA community to work at the office for six weeks to work on translations. Burt D. was selected and came a few weeks before the conference. He participated in the conference as the representative of Quebec and returned home a few weeks later. They also authorized me to adjust the literature prices for non-US fellowships so the differences in standards of living and economic conditions did not penalize others from getting literature.

A meeting was held in early March at the invitation of the Chicago Convention Committee to review their financial records and distribute the proceeds. Fifty percent was passed on to Washington DC (\$6,318), and twenty percent (\$2,527) was given to the conference. The remaining thirty percent was divided equally between the Chicago area committee and their regional committee, the Mid-Coast Region. Bobby B., the Convention Committee Chair, and Stu T. of the WSO Board both attended this meeting to help evaluate the financial records. They were more than pleased with what they found, giving compliments to the committee.

Bob R. and I were still working on the *Guide to Service*, hoping to have something ready for distribution at the conference. We were meeting nearly every day, and at times making good progress, though it seemed slow. As usual, I also spent a lot of time working on my annual report to the fellowship. While this was going on, I continued my usual duties of supervising finances, shipping and other services. No matter what other projects I was engaged in, I met with the accounting and shipping departments every day. We wanted to avoid criticism that we were so busy helping the conference that we were unable to handle our basic responsibilities, so we had to carry out our basic responsibilities efficiently and accurately. Besides, it was an enjoyable challenge to plan far enough ahead with printing and production orders to make sure we had everything in stock when orders came in. And if the money wasn't managed properly we could easily run into problems.

Another item that occupied part of every day was maintaining contact with the conference. Nearly every day we talked by phone. And the number of calls to Chuck G. of the WSO board or Sally of the trustees were just about as frequent. Even later in the year, when I began to travel, I kept up these frequent calls. And I also kept hard on the heels of shipping and accounting efforts by phone too.

During March, Kim went to New York to oversee production of the PSA that was being produced there. She was acquainted with the production company, and they worked well together. They produced the best of the lot. The most dramatic was of a woman writing at a kitchen table with a "voice over" reading from the Basic Text while the camera on a crane shifted around her. The other was the computer graphic of the Basic Text, which nearly everyone liked.

While she was supervising those, George and I traveled to Burlingame, a city south of San Francisco, to oversee the two being produced by the other company. We were startled to discover the actual "shooting" had already taken place, and we were only able to see the announcements as they were being edited. Neither of the two were as

good as we had hoped. One was the simple hall shot with a camera moving towards a partly opened door while voices of different people were heard, extolling the joy and reward of finding NA. The other was a young man walking in the rain to a phone booth and calling NA while we heard his thoughts about getting sick and tired of being sick and tired.

Both George and I believed the production company had not really taken their cameras out and conducted these shoots. We believed they had used footage taken from some other film strips and simply edited it. Since we were unable to prove that, we had no firm grounds for legal action. The PSAs were acceptable, but we resolved to never use that company again, even though they had successfully done work for AA on several occasions. Despite our doubts, all four public service announcements were completed prior to the conference.

About two weeks before the conference began, Bert D. arrived from the city of Shawinigan, Quebec, Canada. He had been our contact with the new French-speaking groups. He arrived to work on translations and began with pamphlets, then the White Booklet, and then more pamphlets. He worked with Ginni and Danette each day. Although he used the earlier translations we had done as the basis of the work, he made significant changes, indicating that Canadian French is different in its terms and usage from the European French of our earlier translations.

During March and April, Bob and I finally had enough time to work on the *Guide to Service* as we now called it. We had worked our way through revision after revision and sent copies to others on the committee and made more revisions. Finally, just a few days before the conference, it was ready. We sent it out to be duplicated and waited. They were not done until the third day of the conference.