

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

Chapter Three

A Rebirth in 1960

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

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

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

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

On Tuesday nights they also got together nearly every week. The Tuesday night thing they called a "floater" or "rabbit meeting," because they never knew where they were going to meet more than a week or so in advance. In Jimmy's words, "if there were five or six of

us at a meeting tonight we decided then whose apartment or whose house we'd have the meeting in next week."

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

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

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

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

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

soon returned to prison, but stayed clean and started a meeting in the joint. He got out in August of 1963 and got heavily involved in NA.

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

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

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

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

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

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

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

Two women who came in during this year were Mary H. and Mary Jane. Mary Jane was young, hadn't "done time" or used heroin. Some of the guys, like Slick Phil, were pretty rough, she remembered. He once told her, "here's a match, go burn yourself cause you aren't going to make it. You're a woman, too young, and on pills." She held onto that resentment for the full year just to prove he was wrong. When she confronted him at the end of the year, without hesitation he responded, "you won't make five." But she did.

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

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

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

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

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

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

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

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

Although Jack W. had been going to AA in addition to NA, his heart was with NA. But NA didn't have an institutions committee, so

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

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

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

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

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

Records of the trustee meetings from the 1960's have unfortunately not survived, but meetings did take place. From the very beginning, the trustees didn't really have the power over the fellowship that they were accused of or was imagined in later years. The trus-

tees were not normally an action-oriented board, and they didn't often write decisions or make announcements of policy or philosophy.

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

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

By the 1964/65 period, a lot of members who arrived managed to stay. Hank M. and his brothers Richard and George came to stay. Others were Cliff K., Elaine G., Charlotte R., Ron M. and Bill B. Bill was a barber with his own shop. He was known for being rather vociferous about recovery, and even put a large sign about NA on top of his car outside his shop. He and Jimmy became close, and he was to have an important impact on NA for many years. Jimmy paid tribute to Bill for his many contributions in the 1984 videotape recording. When showing the spot where Bill's shop was located in the 1960's, Jimmy mentioned that he and Bill spent some hours together in the shop writing the fellowship's first service material. Bill's most notable contribution came about the same time and involved the first treatment centers with an NA emphasis.

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

Dorothy Gildersleeve, a county social worker with a special job assignment, came into contact with NA during the 1960's. She was responsible for developing and improving community organizations who took on tasks that the government might have to handle if volunteers didn't. Upon finding NA, she was quite ready to support it.

Besides, she had a nephew who needed the program badly. Through her contact and support she was eventually invited to become a trustee.

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

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

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

Penny K. also moved north to return to her career as a nurse. She and the core of members already there had an easier time getting meetings to survive than it had been for Jimmy in 1960. The first

meeting began in Berkeley in late 1966. Others in San Jose and San Francisco started early the following year. Their meetings were helped by the fact that many of the members worked in the place that constituted the door through which a number of addicts found their way to NA. Records were kept of client progress (except as related to NA meetings) and included in a report when the project was concluded. The research may or may not have proved valuable to the university, but the fellowship grew. From this project came friendships and support for starting more meetings.

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

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

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

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

addiction was to provide a large number of members in the years to follow.

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

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

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

Although more details would be needed in order to validate the implication these statistics suggest, it does represent an enlightened approach to the treatment of incarcerated addicts. While such efforts by staff to manage a meeting for addicts would be rejected by most members today, it is hard to criticize their efforts, considering that NA was not then available in Louisiana. The full extent of communications that may have existed between the California NA fellowship and the Louisiana prison program is not known, but a copy of the 1971 report was sent to the Sun Valley address.

An important outside enterprise called the Chrysalis Foundation was created around 1968 that was to have considerable impact on the fellowship. The name was chosen for its symbolism, suggesting a

place where a transformation could happen to drug addicts as they kicked their habit and became productive citizens. This organization had, among its founding members, Bill B. and Beth B. They established a residential facility at which addicts could find refuge from their life of active addiction and maybe stay clean long enough to pick up the fundamentals needed to live clean. Key to this enterprise was a strong connection to NA meetings and NA philosophy. They started in an old ranch house in San Jose, but were soon able to find better temporary quarters in a few model tract homes which were tied up in litigation and had never been used.

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

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

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

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

C..... Compassion
A..... Action
R..... Respect
E..... Empathy"

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

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

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

While Jimmy was battling tuberculosis, Bob B. took over the jobs Jimmy had been doing on literature production, distribution and correspondence in response to letters people were by then sending to NA at the Sun Valley address. As the chairperson of the Board of Trus-

tees, he was already taking care of the overall administration of the fellowship, such as the job entailed at the time. He arranged for their regular meetings, and usually did most of the communications for them when decisions were made.

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

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

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

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

A General Service Conference was proposed: "At present [the General Service Conference] will be composed of officers of GSO and

the trustees both addict and non addict of the [General Service Board]. This present unit will be a working and functioning committee. Their joint responsibility will be to conduct the business affairs of NA until such time as we grow in numbers and in regional representation to the ideal structure to take over its legal functions as outlined in full charter." The reference to a charter is misleading as one was not then written. Presumably one would be written when the need arose. Additionally, the "conference" was one of those ideas that, after adoption, seems to have been forgotten. This document was approved and served as the service structure until after *The NA Tree* was approved by the trustees in January 1976.

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

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

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

Soon after the GSO structure was adopted, the Institutional Committee created its own guidelines. The Southern California membership had been engaged in institutional work for years, with

an informal committee structure covering several institutions. By adopting a structure and guidelines, it set the stage for future institutional work across the fellowship. About two years later, Northern California adopted similar guidelines. While adopting a structure really didn't increase member participation in institutional work, it gave the institutions more confidence that they were working with a legitimate organization.

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

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

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

As this decade came to an end, Narcotics Anonymous was perched on the verge of success. From just a few members at the beginning of 1960, NA had grown to a force of more than two hundred