

IV. A Larger Perspective

While this position paper is specifically aimed at providing a constructive criticism of AADAP, a few comments must be made on the ultimate solution to drug abuse.

We realize that the drug problem is only a symptom of the many deficiencies inherent in this society, this system: a system of inequity that allows a few to profit at the expense of the many. This system fronts off equality and democracy, when in reality there is a double standard: those with money and power are more "equal" and possess greater freedom than working class people. A perfect example of this is the pardoning of Richard Nixon for crimes against the nation. In contrast, a drug user might be sentenced 2-5 years in prison for stealing to feed his habit. What makes it worse is that the user is not so much a criminal as he is a victim of social ills.

When we examine drug abuse within this larger context, as one of the many problems arising from a corrupt system, we can readily see that any successful drug program must be part of something larger--a movement for social change. We must not forget that it was a part of this movement that first exposed the need for drug abuse programs, then applied the pressure to insure its implementation. As participants in such a movement we must seize control of our own lives, our own destiny. We must unite the poor, the oppressed, those who have been left out of the decision making process. And, rather than relegate our lives in the mercy of social programs, hoping they will somehow meet our needs, we must instead,

control, guide, and shape these programs into effective instruments for serving the community. Without such actions we shall remain divided and co-opted by federally funded programs.

Finally, it must be remembered that the monies appropriated for federal programs are taken from the earnings of the people in our community. It is to these people that such programs must be receptive and accountable. It is the deaths of so many drug users that has given birth to programs such as AADAP, and it is in their memory that we must struggle and build programs that can be the means of eliminating the conditions that took the lives of our brothers and sisters.

V. Alternatives

The following are recommendations for improving AADAP

A. Community Advisory Board--

Essential to AADAP is the creation and implementation of a Community Advisory Board.

1. Purpose:

- a. to draft principles of operation which shall serve to guide program functions
- b. to assist and advise AADAP personnel in their work
- c. to periodically review and evaluate staff performance and program direction to insure adherence to guiding principles.
- d. to insure that the needs of the various Asian communities are constantly being explored, evaluated and served.

- e. to serve as a means for channeling information between AADAP and the community
- f. to aid in making available resources (e.g., A.V. equipment, films, literature, speakers, etc.)

2. Members

The Community Advisory Board shall consist of progressive grassroots individuals who represent one of the many Asian communities to be served. Members shall have demonstrated:

- a. outstanding service to their community through volunteered services
- b. leadership skills
- c. knowledge about drug abuse and of the community being represented.

3. Duties

The Community Advisory Board shall act as a body to direct, advise, and evaluate AADAP.

4. Meetings

The Community Advisory Board shall meet at least once a month. A simple majority shall represent a quorum.

B. Hiring of New personnel--

Hired personnel shall accurately represent those persons being served. This requires that every effort be made to hire ex-addicts and people with extensive practice in community work who are dedicated to the resolution of the problems that plague our communities. AADAP personnel must understand that problems and needs arise around the clock,

and that they should be available outside of office hours.

C. Collective Decision Making--

The process of collective decision making must be implemented in order to aid in breaking down traditional bureaucratic methods and to insure greater input and participation of the total staff. Everyone on the staff has a responsibility to express their opinions (positive or negative) before a decision can be made. Only then can important decisions be prevented from being made by a few individuals. Lack of total participation results in the alienation of no participants, thereby reducing their effectiveness as workers and as human beings. Criticism, self-criticism sessions should be a part of every meeting to insure that everyone feels that they have the right to express their views, and as a means for improving the overall conduct of meetings.

D. Collectivization of Salaries--

The amount of monies allocated for salaries must be reviewed. Salaries should be collectivized to the extent that individual needs are met. Criteria for assessing needs shall include number of dependents, debts, and a table standardizing expenses such as rent, utilities, food, medical, dental, transportation, clothes, and recreation. Collectivization of salaries is important for the following reasons:

1. to maximize the assurance that individuals shall work for AADAP because of a desire to serve the people and not for reasons of monetary security.

2. to minimize the dangers of attitudes of superiority, or exaggerated sense of self-worth stemming from a higher salary
3. to act as a means for developing a true sense of equality within the staff

E. Expansion of Communications Network Between AADAP and the Community--

Communications must be expanded in order to inform people what is being done in the area of drug abuse. People must be made aware of the many services available. The use of the following means of communication should be examined: educationals, newsletters, flyers, posters, on-the-street contacts, ethnic newspapers, film, speakers, videos, radio and t.v. spots, pamphlets, and books.

F. Development of Mechanisms for Assessing the Needs of the Community--

The Community Advisory Board shall act as a major source of input from the community. However, community forums, and outreach into churches, P.T.A., and other public meeting places should be done regularly. In addition, the entire staff must engage in some form of group study (perhaps on a weekly basis) to investigate the nature of and possible solutions to the problems of drug abuse.

G. Creation of Viable New Programs Based on an Accurate Assessment of Community Needs--

New programs, ideas, approaches, techniques for fighting drug abuse should constantly be investigated. For example,

the use of acupuncture as a form of detoxification should be evaluated, as a replacement for methadone treatment. If upon evaluation such programs seem feasible, the Coordinating Committee should initiate a plan for and initiation of such programs. Creation of new programs need not be limited to areas of drug abuse. With the use of the various mechanisms of communication any number of possible services should be explored.

APPENDIX A

Brief Explanation of Proposed AADAP Structure

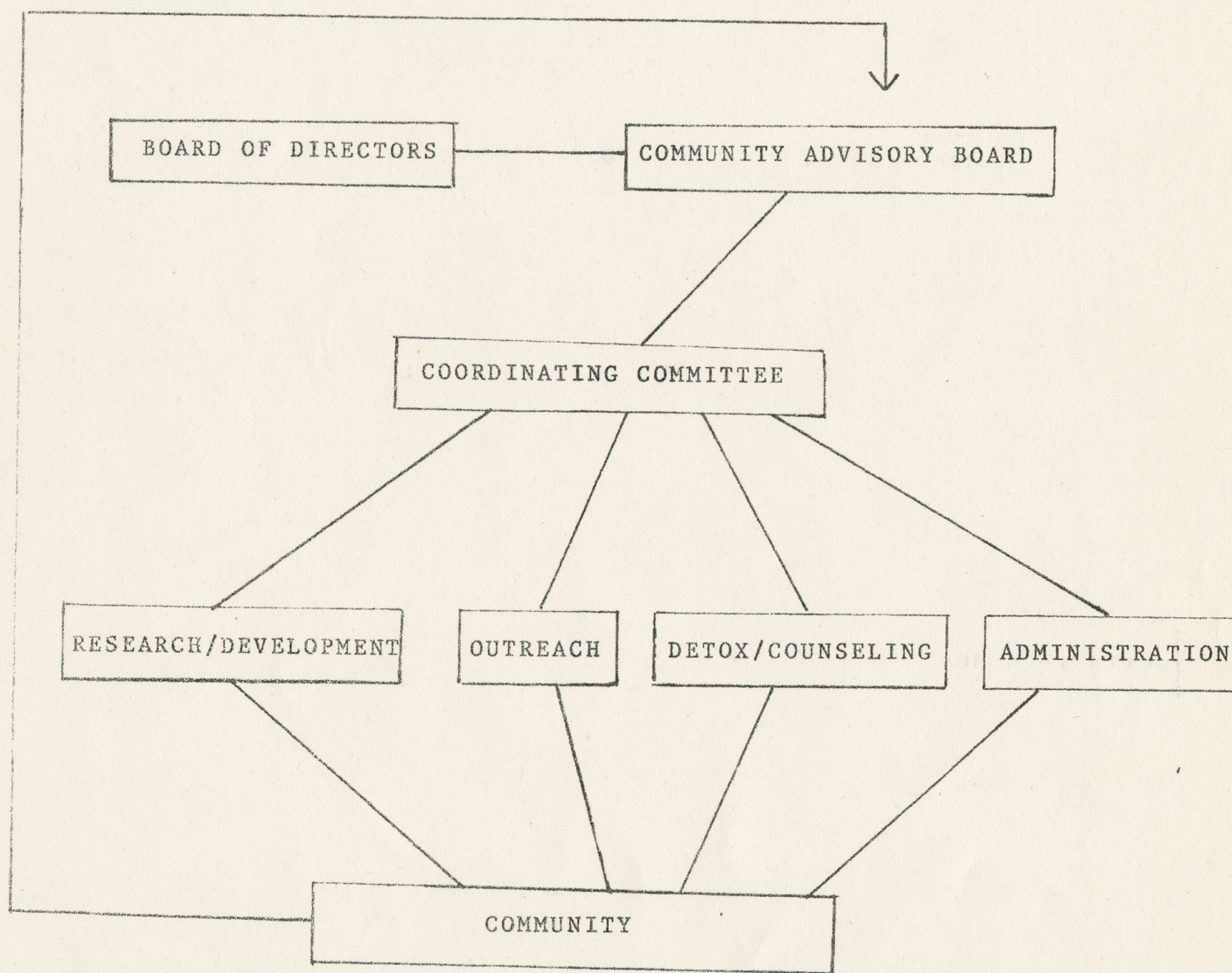
The basic philosophy behind the development of the flow chart is one of cooperation and collectivity in an effort to serve the community. Cooperation and collectivity provides an equal opportunity for the workers to contribute and create, and thereby feel a part of the program. Once work has meaning and purpose, a sense of responsibility can easily follow.

The concept of cooperation and collectivity applies not only to the individuals on the staff, but to those participants in the entire structure (see chart on following page). This structure offers a system of checks and balance, so that no one person or groups of persons can be depended upon for the success or failure of the program. The various components (e.g., CAB, BOD, small staff, etc.,) must engage in an collective effort, otherwise a departmentalized attitude may develop. The various components must complement each other and function as a whole, rather than conflict, repeat, contradict or isolate.

At the top of the chart is the Community Advisory Board. The function of AADAP is to serve the various Asian communities, and should, therefore be responsible to the representatives on this board who act as spokespersons of the community.

Chart on next page

CHART OF AADAP STRUCTURE



The Community Advisory Board shall act as a body to direct, advise and evaluate AADAP. A more detail explanation of this group can be found in section V., Alternatives.

The Board of Directors (BOD) shall have the management of the business of AADAP as its general duties. The BOD should provid professional expertise and guidance in fiscal matters, as well as to provide information on alternative sources of funding.

The program leadership is contained in the Coordinating Committee. This committee is comprised of representatives of the different components of the program, e.g., research/development outreach, etc. This body acts in a coordinating capacity under the guidance of the Community Advisory Board, and with the active participation of the larger staff in decision making process.

The larger staff shall consist of individuals working in one of four major components: research/development, outreach, ' detox/counseling and administration. Although the individuals at this level appear lower than the other groups in the chart, it must not be forgotten that for the program to function properly, everyone at all levels must actively participate in decision making, as well as engage in group discussions and study groups. (see the outline following for a more detailed description of componet functions)

The four components cannot remain detached from the community they are serving, but rather, within their particular role, they must be in physical contact with the community. Finally the community acquires a voice in the program through the Community Advisory Board.

Outline Of Component Functions

I. Research and Development

A. Drug Research

1. Extensive research into source of drugs
 - a. Opium Trail (CIA involvement; relationship to Turkish government, etc.)
 - b. Congressional Committee Reports on drug industry
 - c. Community sources of drugs
 - (1) Local pushers
 - (2) Big dealers
2. Strategy of drug usage
 - a. Historically
 - (1) China's Opium Wars
 - (2) Others
 - b. Methadone maintenance
 - (1) Who produces (Lilly Co.)
 - (2) What effects-- positive, negative
 - (3) Why is it being used by government

B. Educational Materials (used in outposts, schools, community groups etc.)

1. Seek out relevant educational materials
 - a. Films
 - b. Books
 - c. Others
2. Resource people (throughout U.S. and world)
 - a. Information on other "righteous" drug groups
 - b. Individuals as resource people (speakers etc.),

C. Investigation in to new approaches, methods & ideas

1. New techniques of detox
 - a. Acupuncture
 - b. Behavior modification
 - c. Others
2. New approaches to drug abuse
 - a. Therapy
 - b. Counseling
 - c. Programs and projects

II. Outreach (Outposts)

A. Community contact

1. Immediate contact with community and streets (not just through agencies)
2. AADAP as a part of the community
 - a. Place where people can come (not only for drug oriented things)
 - (1) Meeting place
 - (2) Equipment
 - (3) Resources (educational materials, information, workshops)

- b. Place where people can come for help
 - (1) Need for detox
 - (2) Referral when possible (other problems)
 - (3) Community mental health (counseling in general)
 - 3. Contact with schools
 - a. Develop "on campus" privileges with schools admin.
 - b. Hire student on part-time basis
 - (1) Distribute
 - (2) Contact with youth
 - c. Do educationals
- B. Education and Prevention
 - 1. Outlet for materials from Research and Development
 - 2. Development of programs and projects by and for community.
 - 3. Workshops and educationals for:
 - a. Schools
 - b. Churches
 - c. Community organizations
 - d. Families
 - e. Others

III. Detox and Counseling

- A. Live in community
- B. Complete detox
 - 1. Resources and facilities
 - a. Hospitals with detox programs
 - b. Develop our own within existing hospitals
 - 2. Counseling
 - a. Counselors
 - (1) Ex-addicts (relevant counseling)
 - (2) Professional expertise (if they can relate)
 - b. Counseling through out detox process
 - (1) Prior (help make decisions by giving alternatives available to individual)
 - (2) Assisting in detox
 - (a) Provide transportation
 - (b) Visit
 - (c) Prepare for after care
 - (3) After care
 - (a) Job counseling
 - (b) Possible problems (family, P.O. etc.)
 - (c) Alternative activities (community work, skills, etc.)
 - (d) Political education

IV. Administration Staff

- A. Duties
 - 1. Overall mechanics
 - 2. Finance
 - 3. Governmental guidelines (following and stretching permimeters of proposal)

- B. Run central community resource facility
 - 1. Community Center
 - a. Will house Administrative offices and Research and Development.
 - b. Administration and Resource/ development staff must also work in community outposts part of the time in order to keep in contact with community
 - c. Could also be site for one of the outposts
 - 2. Multi-purpose center
 - a. Place to hold dances (youth contact)
 - (1) Instead of Roger Young, etc.
 - (2) Minimal fee (use for upkeep)
 - (3) Possible self-sufficiency
 - b. Community events (bring in other people to use it)
 - (1) Conferences
 - (2) Fund raisers
 - (3) Lunch program
 - 3. Resource Center
 - a. Equipment (available to community)
 - (1) Print shop (offset)
 - (a) Mimeo
 - (b) Ditto
 - (c) Silk screen
 - (d) Xerox
 - (2) Photo Lab
 - (3) Video Tape
 - (4) Projectors
 - b. Informational and educational materials
 - (1) Research and Development materials
 - (2) Speakers pool
- C. Community information distribution
 - 1. Community newsletter
 - 2. Columns in local papers
 - 3. Pamphlets
 - a. Send to schools
 - b. Community organizations
 - c. Churches
 - 4. Possibly skills development center
 - a. Use facilities
 - (1) Printing
 - (2) Photo
 - (3) Video tape
 - (4) Writing (newspaper)

Appendix B

The following are comments on AADAP by two former employees who found it necessary to resign for the reasons they mention.

It's pretty difficult to put every issue regarding AADAP, my quitting and any comment/criticism into a coherent form...so I just put down thoughts as they flashed through my mind. I hope its of some use...

* First no single factor led to my quitting at AADAP. It was a combination of several conditions and situations over a period of time which made me resign from my position. A few of the reasons are personal but most are not and have to do directly with issues regarding AADAP, its structure and its relationship to the community.

* I was beginning to feel powerless in having any input to what direction AADAP should develop. I worked at AADAP for approximately six months. When I first was hired I assumed that AADAP would be operated as a "Serve the people" program. Having known many of the people in the administrative level (Ron, Togo, Seigo) I thought there would be an atmosphere where comments and criticism could be shared openly. I thought a collective work situation based upon socialistic ideas would be developed. But I was wrong!

* By the time I joined AADAP's staff and brought up questions regarding collective salaries, program focus, breaking of the hierarchy I was told that those issues would be addressed as soon as the program got rolling. I started working in December 1973 and quit in May, 1974 and all during that time "Small Staff" never resolved those issues and only discussed them when another staff worker brought it up.

* After moving to the temporary Alternative Center in Gardena the staff had a "retreat" at that site. At this retreat it was decided by a majority of staffers that AADAP was to be operated as a government sponsored service agency and NOT a political community group. I was very upset at this move but received almost no support in resisting this action. Most of the staffers including several "movement people" on staff felt this action was the most realistic one and that AADAP's relation to the community would be more clear if AADAP became an agency operation with all the things attached to agencies (hierarchy, stratified responsibilities, "time-clock" attitude toward work, etc, etc.). I remember receiving support from Simi, Riki, and Amado (Victor was not present at the time) but most of the staff remained silent.

* By early spring, 1974 it was apparent to me (and probably everyone else) that the administrative staff of AADAP had made it a priority to follow the guidelines which were in the federal proposal regardless of community response or criticism. In essence the proposal is a good one with good intentions. What was fucked up was the fact that the methods which AADAP chose to fight drug abuse were poorly planned, poorly managed and thus, ineffective. Also, the Small Staff developed a direction which stayed as closely as possible to the proposal guidelines even though various people suggested changes in the program.

* Also by Spring of this year any trace of whatever collective decision-making that ever existed (and it wasn't much) had been eliminated. Small task oriented decisions were still talked about in unit meetings but program policies were decided upon in Small Staff meetings and handed to the rest of us on mimeographed paper. We had no choice but to follow orders or be fired. So I started looking for another job...

* Up to the time I quit I never had any idea about how the Small Staff reached decisions concerning program policies. I didn't and still don't have any idea about who is ultimately responsible for any specific policy. The mystery that surrounds the Small Staff must be eliminated so the community will know what individuals are responsible for what policies and actions.

* There is no room for disagreement at AADAP. Anyone who questions program policy is squashed. Victor was the most outspoken (and the most violent) and he was fired. Steve

Chinⁿ who saw many faults finally gave up hope for any change and quit. Riki Uno, Ken Chir Amado, Simi and myself often attempted to bring up issues to struggle over with no luck. As a result of this Riki quit, ken quit, I quit and at the moment Amado is on six months program probation. Also Gina quit on the same grounds, tried to be rehired but wasn't.

* One very real reason which affects almost everyone involved in the AADAP issue is the large amount of behind-the-back badmouthing which takes place on both sides. I can't do without that kind of shit. Pure emotional response to a situation such as AADAP never solved anything. The badmouthing must be replaced by a correct analysis of the program and methods by which it can most effectively serve the needs of the people. I would have to warn everyone involved in this AADAP issue regardless of position to avoid letting your emotions sweep you away. Too much is at stake!

* There is no political education involving the entire staff of AADAP. An attempt was made in the past to get a study group together but the only people involved were: Ken Chin, Amado, Gina, Riki, and myself. Only one of these people is still with the staff. Because of this I have questions in my mind regarding the motivations of the people now on the staff. In other words, why are they working on a program that is suppose to be combating the drug abuse problem in the community.

* Most of the people on the staff have never had any experience with drugs or drug abuse. So beyond marijuana there is a very naive attitude toward the effects of smack, speed, psychedelics, etc. etc. and how to work with people who are abusing these drugs. As far as I know at the moment, Hisa, Amado, Simi and Togo are the only ones on staff who have really heavily experienced any drug other than weed. Other people who have drug experience or worked with grass-roots drug abuse groups (Gina, Riki, Victor, myself) are no longer with the program.

* I believe (or try to) that the people at AADAP are sincere in their efforts. I hope that they are trying to the best they can. Maybe the program is more than they can handle maybe the hiring of staff was not done correctly, maybe the community-movement never organized a united strategy toward the group, maybe its all of these reasons...

* One thing I realized while at AADAP is that the Feds apply at least as much pressure on the program as the community does. I hope people will realize all the hidden traps and pressure that comes from Washington and produce a working analysis of this situation so groups that face it in the future will know the capabilities and limits which are built into a Federally funded program. Washington, I believe is the main villain in this drama. Washington has taken people and split them apart. People we use to call brothers we are now labeling as pigs. If only one thing is resolved in this struggle I hope it is the future relations of the Asian American people and Federal money. The large sum of money has, I am sure, put people on both sides of the issue through a lot of changes. I can only hope that we analyze this situation carefully and correctly and not let our subjective emotional responses get out of control. At the moment, 'the man' has us fighting among ourselves instead of him...

* After writing all this shit it dawned on me that my outlook of AADAP is only effective to May 1974. At that time I quit and since then have had only a very limited view of the situation. I hope things have changed for the better down there but I don't know for sure...

Steve Tatsukawa

TO: ALL STAFF
FROM: STEVE CHINN
DATE: FEBRUARY 27, 1974
SUBJECT: RESIGNATION

Effective March 8, 1974, I resign from AADAP. I found my resignation necessary for the following reasons:

1. AADAP does not have any direction. This has caused several restructurings and revisings of the program. When I was first hired, it was to contact schools, youths, and Chinatown social service groups. This shifted to working on an AADAP sports league and advertising. The latest shift has been to recruit bodies. Ideas are developed, but never fully implemented, then dropped. I feel the time and energy I put into that development was wasted. I cannot work in an agency that constantly drops programs to start new programs. I cannot work in an agency, which claims to serve the communities, but does not shape its program for their best interests.

2. AADAP forces one to become isolated from the community. Maintaining old and developing new contacts requires being available much of the time. Although AADAP demands only a minimal amount of time, that time is irregular and hard to schedule. AADAP claims to support community work, however, conflict develops with AADAP and the community competing for time and energy. I do not feel the problem is my inability to fit AADAP into community work, but the problem is AADAP being out of touch with the community.

3. There are many inconsistencies in the practice of AADAP personnel. I find rhetoric frequently used in AADAP, but actual work is seldom congruent with such talk. Most people seem concerned with developing a useful program but people have not been willing to struggle for such a program. Too many people seem complacent to let the program continue in its present condition.

4. AADAP has not fitted the needs in Chinatown. I do not feel that my work in AADAP has been helpful to the Chinese community. I do not feel I can develop a relevant program within AADAP.

These are the problems in AADAP leading to my resignation. I can not deny that I contributed to these problems, but I do not feel I can continue with these problems.