"I am happy to present my case for C-WAS as you suggested, and I look forward to a private interview should you request it.

I could discourse on what this agency is accomplishing, but a business interview with its administrator would suffice to convince anyone of the good work being done. The agency does pass a comprehensive on-site examination by the State, and the administrator works closely with a state representative, Mr. Dick Jones.

What I think is important at this point is to show the stability of the C-WAS board of directors, its ability to govern and its desire to work constructively in the field of social service in this county.

My view is that if there is to be a shake-up, it should be right here among our own, once and for all, and then we can all get down to business.

If C-WAS is to be a provider, I expect our board to be advised and supported by the Admin Bd. and the Coordinator, according to the RCWs, and I expect to work conscientiously and harmoniously with them, listening and being listened to, pursuing the interest of our social service without dealing in personalities.

That said, I must be frank in deploring equally the attitudes of the Admin. Bd. Chairman, the former Coordinator, and the past and present administrators of C-WAS. At the same time, I see that these individuals simply are of the disposition that naturally reacts defensively to being crossed or misunderstood in the pursuit of their high goals. And we need to recognize their pursuit of high goals.

Fortunately, the opportunities for conflict are being removed. A further step might be taken: My opinion is that the admin. Bd. and its president should not be dealing personally with the <u>administrators</u> of agencies but with the <u>boards</u> of the agencies, which are responsible for he work, of the administrators they hire.

The administrator's management of our agency has been outstanding. She works harmoniously with staff and clients and in net-working. She shows initiative in working to extend our contacts and services and our financial base. She has a good business head and good business practices.

It seems to me that the issue is not what the manager of another agency promises, but what this agency right here actually does and what more it can promise when it has the support and guidance of the Admin. Bd. and the Coordinator. How far might we have gone beyond what we do on our own now if we could have sat down and talked together about expectations and possibilities?

Might not such a conference be the next logical step in the Commissioners' restructuring of the alcohol, drug, and mental health services in this county as it removes the areas of conflict of interest, personality, authority and turf which were built in to the system at its inception? This could start with the three board presidents and the coordinator (and maybe a commissioner). To me it seems worth the effort to keep services within our own county government, and to me it seems possible to work together. It is never too late to put aside accusations and reactions in order to accomplish the greater good we all agree on.
Commissioners might say to each board, including Admin.: Elect a president who WILL work harmoniously -- and get cracking, all of you!

<u>Addressing specific problems:</u>

I see the teachers and principals who are members of Admin. Bd. assist our agency to penetrate the resistance and denial of school

officials, instead of assuming that we have made no effort to reach them or that an agency from some other county can just walk in and be accepted. (I speak as one who worked with Nancy Regan's Chemical People for two years trying to get through the apathy of the schools and as a reporter who covered the programs presented by the Chemical People, in an effort to arouse public concern, for the South Whidbey Record.)

I would like to see the doctor and the hospital director on Admin. Bd. sit down with us to learn what can and cannot be provided under our contract and to learn what our staff has attempted to do despite not being contracted and not being funded for emergency work. I would like to see them assist this agency in meeting hospital needs by seeing that funds are allocated to it equivalent to those allocated to other agencies for staff, transportation and attorney consultations to cover emergencies.

The Admin. Bd. Chairman, in one of our frank, earnest, and friendly telephone conversations, spoke of disagreeing with our agency's stated philosophy because it seemed to him to be 'just AA'. If this is where the real disagreement lies between that board and our agency, it might be helpful to discuss it and clear up misconceptions. The whole field of alcoholism has long been subject to prejudices, misinformation, stereotypes, differing concepts of cause and cure. So it's not surprising but it is disappointing to find this to be true in our Administrative Board. I would like to see that resolved, if possible.

Some members of the Admin. Bd. assume that the agency staff and Board are constituted exclusively of recovering alcoholics. Administrative Boards are required by RCW to have at least two recovering alcoholics in their ranks. Are these members regarded with condenscesion? We have included that provision for two in our by-laws. As far as I know that is the representation on our current <u>board;</u> but this single qualification is not what earned them the position. It is the practice of this agency that its <u>staff</u> be composed of recovering and of non-alcoholics in a ratio of 3 to 1 or 5 to 2, a balance that meets the varying needs of the clients.

This agency is not affiliated with Alcoholics Anonymous, and the recovering alcoholics working in it or with it are not required to be AA members. AA's principles of self-discipline, self-knowledge, high motivation and compassionate assistance do permeate its philosophy and practice. This does not--could not--hamper our practical work of caring for the clients as mandated by state laws and by common sense."

Barbara Williston, Member, Island County Mental Health and Substance Abuse Administrative Board, entered for the record her May 12, 1987, <u>Minority Report</u>:

"The purpose of this report is to bring to your attention actions taken at the May 4th meeting of the Island County Mental Health and Substance Abuse Board by the chairman and subsequently, the board. I consider these actions to be completely out of order, not in keeping with the purpose of the meeting and an affront to the dignity of the volunteer committee system.

Our board was charged with the responsibility of preparing and distributing formal requests for proposals for mental health, drug and alcohol services for Island County for the coming biennium. Further, we were to interview each applicant and forward a recommendation prior to any action being taken by the County Commissioners to contract with agencies to provide services.

On Thursday preceding the meeting on Monday, I received a packet containing four proposals. One was for mental health services and three were for drug and alcohol services. Subsequently, I spent between eight and nine hours of my weekend studying these proposals and preparing what I considered to be relevant questions to ask the