

PROGRAM EVALUATION

of

STRAIGHT, INC.

Specifically the L.E.A.A. Start-up Grant  
May/1977 - April/1978

Project No. 76A-4-13-EB01

Executive Director  
James Hartz

Site Visit February 27, 1978 - March 2, 1978

Submitted by:

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## I. EVALUATION INTENT:

### A) Introduction

This evaluation is being done on the request of Straight, Inc. to fulfill their grant requirements. They had received a one year start-up grant from L.E.A.A. commencing originally on December 1, 1976 through the time period of November 30, 1977. However, due to administrative delays, the grant was initiated in May of 1977 to April 30, 1978. The evaluation was a requirement of the original proposal to be completed prior to the completion of the grant year.

The evaluation is an on-site program contracted with Jack Sarmanian and Straight, Inc. Fiscal audit and review was to be done by L.E.A.A. Team, administrated by the State Criminal Justice Planning Office.

The on-site visit took place on February 26 through March 2, 1979, following the contractual design of, 1) observation; 2) staff interviews, (both administrative and line staff); 3) volunteer interview; 4) family interviews; 5) client interviews; 6) board member interview; and 7) external community referral resources. In addition, a brief time was spent with the local H.R.S. (Health & Rehabilitative Services) and representatives of the Bureau of Criminal Justice, Planning and Assistance personnel. The evaluator also had total exposure to all client records, program guidelines and procedures, fiscal papers and all administrative paperwork that would encompass this program.

Every phase of the program was observed, beginning with the operative schedule of Monday through Thursday at the site of Straight, Inc., 5000 Park Street, St. Petersburg, Florida.

### B) Goals of Evaluation:

The intent of this evaluation is to: 1) view the program wholistically; 2) evaluate the measurable objectives submitted within the grant; 3) offer

guidelines and feedback to the program; 4) review all documents, procedures, guidelines and administrative paperwork that facilitated the inner workings of all administrative, organizational and treatment program; 5) interview administrative and line staff, both separately and together; 6) define documentation of grant goals and objectives as viewed in the eleventh (11th) month to the Bureau of Criminal Justice Planning and Assistance; 7) enhance the potential of Straight, Inc. to maximize the one year start-up proposal offered by L.E.A.A. for continued programming and delivery of drug abuse treatment to adolescents in the St. Petersburg area.

C) Response to Evaluation by Program:

Throughout the on-site visit, the Evaluator was offered extreme accord and courtesy. All phases of evaluation were done with total cooperation of Mr. James Hartz, Executive Director and his staff. Evaluator had total access to all documentation, fiscal break-out, program aspects and clients. Both staff and Board were open and respective to my visit. All phases of Program activities were open with free access and entry to all groups, all activity involving staff, clients, volunteers and Board members.

II. PROGRAM

A) Origins:

Straight, Inc. is an adolescent, drug-free treatment program, located in St. Petersburg, covering Pinellas County. It began in July of 1976 with the incorporation of a Board of Directors and formal staff. The idea of the Program originated through concerned parents who had personal exposure to another drug rehabilitation program. They brought together a group of professionals, representatives of St. Petersburg, covering medical, rehabilitative, criminal justice, both law enforcement and judiciary, business, religious and municipal government. Their intent was to create

a comprehensive drug-free adolescent program that would combat the drug dilemma that was viewed within the County. The Board's own personal experience, as well as crime and police statistics, further elaborated the need for such an adolescent program.

It was the express desire for a comprehensive program which led to the seeking of a start-up grant from L.E.A.A. Negotiations started in the summer of 1976 with the Bureau of Criminal Justice Planning and Assistance, enabling Straight, Inc. to obtain funds: \$47,394 with a match of \$5,266 from the City of St. Petersburg for a total of \$52,660. The Program was developed and incorporated on April 22, 1976, as a non-profit, private program known as Straight, Inc.

B) Statement of Need:

Crime statistics and arrests of the State of Florida further validated the need for a preventative adolescent program. It was felt that drugs were a major contributing ingredient in causing delinquency. From the Bureau of Statistics, 20.3% of all persons arrested on narcotic charges were under 18 years of age. In Pinellas County, it was estimated that adolescents accounted for a substantial number of the 1,737 arrests for sales and possession of narcotics in 1975. In addition, the Youth Services Bureau of the St. Petersburg Police Department further validated these findings by their frequent involvement with drug abusing youth.

In 1975, there were 172 juvenile drug charges in the city alone. This figure reflected an 18% increase in the number of juvenile drug arrests in 1974. The first quarter of 1976 again reflected a serious problem with drug arrests up 100% over that of 1975. These figures reflect only those youth that are arrested, omitting other sources, such as schools, clergy, municipality and more importantly, parents and the youth themselves. (Please refer to subgrant Part II, Page 1 and Page 2 for further elaboration of

needs assessment).

C) Demographic Information:

Straight, Inc. is located in the Northwest corner of the city limits of St. Petersburg. The city is the largest within Pinellas County, having a population of 236,000.

Pinellas County is approximately in Central Florida, on the Gulf of Mexico. There is a population of approximately 620,103 made up of the following cities and towns: running North to South: Tarpon Springs, Clearwater, Dunedin, Largo, Seminole, Pinellas Park and St. Petersburg.

Of this population, there are approximately 70,000 juveniles between the ages of 12 - 18.

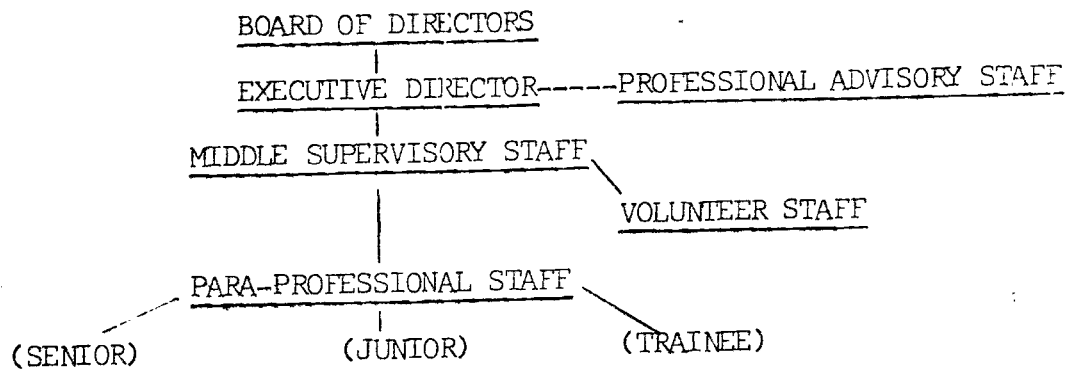
In order to get a more accurate picture of Straight, Inc. the following client residential status is presented as of February, 1978.

Pinellas County	191
Tampa	18
Brooksville Area	2
Homassasa Springs	1
Fort Myers	2
Venice	2
Sarasota Area	4
Land O Lakes Area	<u>5</u>
TOTAL	225

D) Organizational Make-up:

The organization is made up in the following way: Board of Directors, Professional Advisory - Executive Director - Middle Supervisory Staff - Para-professionals (senior, junior, traninees).

Organizational Make-up (continued)



Attached is the list of the Board of Directors, Professional Advisory Board as well as Articles of Incorporation of this organization.  
(See Addenda Section - Addendum #1, 2, and 3).

### III PROGRAM DESIGN

#### A) Treatment Design

This Program is a unique foster home, daycare design which works with adolescents, aged 12 to 18. Its philosophy is to service youthful drug abusers and to offer positive alternatives to the negative and illicit behavior patterns. The Program is open to the entire community and has developed various stages which the client passes through. Presently, it has defined its objectives in the following way:

1. All clients must be fully drug free and must have remained drug free for a period of time to be determined by the staff;
2. Positive changes and attitudes towards peers, family and the community must be manifested;
3. Accrued academic-vocational performance must be evidenced;

Its goals are to be implemented through staff design and involvement which we see in every phase of the Program.

It must be defined that the Program is a first level entry program for adolescent youth. It is really a diversionary program, interceding with the youth's behavior before they become full fledged, chronic drug addicts. Its design involves the youngster; a period of separation from the family, and then return to the family which becomes an extension program, by then, the family becoming a foster parent for another youngster. Its uniqueness is defined by the fact that it has a multi-phased staffing pattern; professional staff made up of an Executive Director, three (3) middle line supervisory staff-adults; and a large para-professional staff of youngsters who were former participants in the Program, sub-divided into trainees, junior staff and then senior staff. They compose the largest number of staff within the Program. In addition, there are volunteers as well as a large volunteer bank of families which compliment the staff.



The Program can and does use outside external resources for growth, especially in the area of psychological testing, evaluation and screening. One of the goals of the Program is to enhance an adequate role orientation and to be realistically engendered on behalf of the youngsters. There are certain youngster who will not be accepted into the Program which is defined in the following way: 1) retarded or who reflect severe intellectual disabilities; 2) severely emotionally disturbed or psychotic who would require hospitalization; 3) specific learning disabilities or a level of educational dysfunction that would exclude the youngster from the interchange and dynamics of the Program.

B) METHODOLOGY, PROCEDURES & PHILOSOPHY:

In viewing the design of the Program, it is apparent that it is an intervention, diversionary, adolescent Program which is really handling the area of secondary prevention; handling those youth who reflect negative behavior patterns, but who also present themselves capable of reflecting change, having the intellectual sphere and also the emotional commitment to change under the auspices of the Program. The design utilizes the multi-faceted time schedule, activity schedule, peer support, peer pressure, and professional goals and guidance.

One of the unique features is the extension of the schedule that goes from removing the youngster from the home, defined as Phase One, for a minimum of 2 weeks or 30 days, if Court referred, into Phase Two, which allows the youngster to go back home and into Phases Three, Four and Five, depending upon ability to integrate responsibility, trust and demonstrate integrated behavior.

The types of youngsters that are included in the Program reflect predominantly drug abusing youngsters with the predominant drug being marijuana. There is only one youngster in the Program who has a heroin history. It was noted that there are three minority persons within the Program at this time. This is a problem area which the Board of Directors and staff are trying to address.

The goal of the Program, philosophically, is to enhance the status of the youngster in helping him become more aware through peer involvement, peer support, and, on many occasions, peer pressure. Use of verbal response, individual counseling, and group techniques, such as rap groups, awareness groups, and communication groups are utilized extensively. There is a structured 12 hour day, focusing on group design, intensive staff inter-involvement, constructive activity, physical exercises and a structured design from 9:00 A.M. to 9:00 P.M. Upon leaving the Program, there is controlled home environment by the parents and the supportive peer, who himself, is in the Program, but in a more advanced stages. (See enclosed activity schedule of one week, Addendum #4) The various types of group methodologies will be shown in their day functions, beginning with:

1) SUNDAY: afternoon rap; rules rap and night rap; 2) MONDAY: girls home rap; guys home rap;

There is, throughout the Program, a sub-division of male and female activities. Two (2) reasons for this are underlined: 1) to enhance the female/male role self-image and 2) to reflect areas that will be comfortable for either sex to deal with in terms of their own adolescent transitional sexual goals, in terms of identity, self-purpose and self-esteem. To continue with the structure of schedule, there is afternoon rap, discussion groups and awareness groups on a scheduled time basis, physical exercises

(to keep the youngster in good physical shape) then small discussion groups and finally, night group.

On two occasions, there is involvement of the parents, the first being on Monday night, called "Open Meeting". It is defined in the following way: "Open Meeting" is held on Monday evenings from 7:00 P.M. to 9:30 P.M. It allows the parents to speak to the youngsters. The physical appearance of the room is, the youngsters are on one side of the room and the parents on the other. The parents get up and discuss their feelings and goals through a microphone to the youngsters. The youngster does not respond and it becomes a shared experience response, similar to an A.A. model, which allows for inter-involvement through a sharing of expression and concerns.

On Friday nights, there is another "Open Meeting" from 6:30 P.M. to 9:00 P.M., after which there is a defined parents group which is made up of parents and a staff member without the youngster. This is to help the parent better define their goals, their understanding of the Program and for them to look at their issues within the involvement of their youngster. The function is to help the parent better re-evaluate their lives and cope with these issues regarding; a) the youngster's acting-out; b) separation from the youngster and c) the goals of restoration or rehabilitation in the Residential/Foster Home process. (Please refer to the attached daily schedule, Addendum #5) It is to be understood that the Program is adhered to by the ongoing design, open response to youngsters, and through the integrated 12 hour day as well as the structured home environment, be it Foster Home or one's own home.

C) PHASES - MOVEMENT OF YOUNGSTER THROUGHOUT THE PROGRAM

The major aspects of the Program are sub-divided into what is known as Phases. There are 5 Phases which the youngster passes through during his involvement in the Program. Phases are sub-divided by 1, 2, 3, 4, and 5. There is an aftercare group known as Follow-up Graduate Groups. It is the intent of the Program to develop a "Graduate Organization" which would resemble an extension of the Program for those who have been successful. Throughout the design, there is a transitional movement, where each youngster is helped to change, to earn more privileges, building in a structured system offering a defined reward system, using responsibility, honesty and involved activity for growth. As the youngster becomes more integrated and reflects more strength, his behavior becomes a new dynamic, giving more responsibility. They are then allowed to be responsible for another new peer in the Program and are then allowed, slowly, but definitely, to separate from the Program by such activities as;

1. returning to school
2. recreational activities
3. use of separation from the home
4. more integrated involvement back to the community.

The goals of the Program are to help the youngster learn how to change his values, to view his attitudes and to perceive his strengths and better perceive the goals of social values, peer response, and philosophical integration of adolescence into adulthood. Focus of direction is perceived by staff review, staff and family involvement with constant open dialogue with the youngster. The first phase of the Program, which from the initial onset reflects an extremely structured controlling response to

the youngster with every aspect of the Program being totally controlled, even to the point of walking around with them - every phase of the 12 hour day during which the youngster cannot even speak, move, or have any movement without supervision, until they learn to earn their response by involvement into the Program.

The phases evolve, beginning with the First Phase, which is a temporary separation from home in a foster home, usually made up of a parent of another youngster who has been in the Program. The time within the temporary home is a minimum of 14 days and can be extended up to a period of several weeks, or months, depending upon the stability/behavior of the youngster to earn his way out of the Foster Home design. One of the major goals is to be able to return home.

Before entering the Second Phase, the client must first earn Talk and Talk and Responsibilities as privileges. In defining the term Talk, this has to do with the open meeting on Monday nights, where the youngster may talk to his parents after the meeting. Again, it is a defined privilege that a youngster earns by his ability to integrate and to earn respect by staff review. Talk and Responsibilities is a secondary privilege which allows him to talk to his parents and to assume responsibilities within the Program which allows freedom of movement and defined self-esteem goals. This allows the youngster to earn privileges which then indicates to him that he is making progress in the eyes of the staff. It is a response and reward process which continues throughout the design of the 5 phases. Once a youngster is doing well, he enters the 2nd Phase which is returning home and attending the Program daily, 9:00 A.M. to 9:00 P.M., Monday through Saturday and 2:00 P.M. to 9:00 P.M. on Sundays. In the second phase, the youngster then becomes a responsible person and now has responsibility for another youngster. This can go on when entering the 3rd phase which

allows the youngster's home to become another temporary foster home in which the youngster oversees directly the new youngster coming into the program.

The Third Phase goal is to return to school and attend the Program daily after school and on weekends. The Fourth Phase is an extension of the three previous phases and allows the earning of more privileges and more freedom and less structured, supervised activities. (Refer to the various types of privileges that a youngster can earn within the Five Phase process, Addendum #6.

One of the developments of the Program during the grant period is the incorporation of the 5th phase which was a longer extended period so that a youngster could assume a more organized responsibility. It became apparent that the 4th phase was not intensive enough, and that youngsters were not totally ready in their follow-through. Because of the above, the 5th Phase was incorporated in December, 1977 and is seen by staff, parents and Board as being a positive growth factor of design, allowing the youngster to attend the Program 3 days per week in an attempt to put into practice the values they have achieved.

#### IV. STAFFING PATTERN:

The staffing pattern (refer to Staff positions, Addendum #7) reflects the nature of the Program, mixing cross-sectionally professionals, para-professionals and volunteers. More specific to this contract are the seven (7) people involved (See Job Descriptions, Addendum #8) who were hired through the grant. One of the more unique processes within the Program is the staffing pattern, having 13 para-professionals, being defined as the 6 senior, 7 junior and, presently, 5 trainees. Their function allows for close

identification with youngsters and as staff allows them to be positive role models in terms of the youth. There is a revolving process when a youngster starts as a trainee after the 5th Phase and then becomes a paid staff person; becoming a junior and then a senior. This model provides for positive growth and rewards built into the Program, which allows and develops adult and socially accepted values to be integrated into the design by reflecting movement, growth and vocational and career developmental ideas.

Therefore, there is a continuous flow of staff that is drawn from the population. This provides an ongoing self-help peer model which has tremendous potential for client growth and role modeling. Since the majority of staff are former participants from the Program, there is a sound message to the youth involved. They are shown, in essence, that they can change by example of their peers who are now staff members. Major relections seen is the transition of the participant from being dependent to becoming independent. This ongoing fluid transition has great therapeutic value and impact upon the Program's capacity to reach and help the many adolescents who reflect a myriad of symptoms in their struggle to mature into adults.

Constant appraisal and evaluation of the potential youth for staff is ongoing. Those youngsters who reflect good control, areas of responsibility and a desire to assert leadership are considered for staff trainees. Feedback from all levels of staff is utilized for potential choices. This process is crucial because of the underlying importance of the quality of peer staff. The need for ongoing training, supervision and consultation is crucial for sound program delivery and implementation. Consideration must be given to:

1) change of role functions; 2) use of authority; 3) problems of over-identification; 4) view of expectations and 5) impact upon one's own level of new responsibilities and demands.

The need for ongoing staff development and training is paramount to the capacity of Straight, Inc. to maintain its high level of program delivery and implementations. Further elaborating of this will be made in the area of recommendations.

#### V. OVERALL IMPRESSION:

Straight, Inc. has, at this time, more than fulfilled its grant requirements. It must be understood that this Program is relatively new, and the grant was basically a start-up proposal to help develop Program goals and objectives. The Program has emerged into a structured, well-defined, youth diversion, treatment program, having both treatment and prevention aspects. It has developed an interesting staffing pattern, utilizing professionals, volunteers and para-professionals (drawing from its own ranks, thus creating a youth and peer model). The Program has created a new staffing element utilizing the parents of the youth they serve as foster parents, thus creating a unique concept - and extended family model which provides for ongoing homes and a unique cost and program design in place of residential settings or placements.

Overall combination of the staffing design from intake through the five phases reflects: 1) constant evaluation and screening; 2) structured activities and functions; 3) multi-modality treatment techniques; More specifically, group methods such as rap groups, awareness groups, discussion groups, family groups, open meeting and specialized purpose group as well as individualized therapy; 4) unique residential design - brief separation from home to ultimate return; 5) use of community systems-amalgamation back to



the community.

Historically, the Program had its growth problems, beginning from its early origins to the fiscal problems that caused numerous stress and strains upon staff. Even the grant which was originally slated for funding 12/1/76 to 12/30/77 was delayed with funding actually received in May of 1977.

A) Special Aspects of Program

There are some special aspects of the Program which must be addressed. First, in the general response to the philosophical and psychological goals which were observed. Throughout my visit, (by observation of Board, staff, and client interviews, both group and individual) it became obvious that there was a general respect and concern for the client being treated. Treatment goals and objectives appeared in good accord, reflecting sound theoretical ideations. The Program design and implementation was that of Straight, Inc. reflecting client concerns, staff involvement and investment and sound check and balances to insure good program delivery. There were no excessive or unusual forms of behavior noted, such as staff control, abuse or dysfunction. Generally, there appeared to be open dialogue, communication and responsiveness on the part of staff to client and family needs.

The constraints of day to day crisis, program implementation and individual problems however, showed the effects of operating a unique, partial residential and specialized foster home program. This is one area that must be addressed by Board and staff regarding: a) staffing needs; b) in-service training for evolving staff; and c) budgetary and fiscal issues which impact the delivery of services being rendered.

B) Fiscal Uniqueness:

This Program has developed a somewhat unique process to eliminate residential costs by creating an ongoing partial residential and specialized

foster home care of community persons. Originally, they use the service and then become a new resource for another family as their child progresses within the aspects of the five (5) phases. This evolving process of ongoing foster home parents creates tremendous linkage for the family to the Program as well as creating a new core of foster home parents. By this evolving effect, the cost to each individual parent or family is minimized.

In the two (2) year period, the Program changed its physical facility three times which caused numerous problems to staff and the Board of Directors. However, as was observed during the site visit, there appeared to be little residual effects upon program goals or staff due to growth problems, physical changes in location and just development aspects of a new program.

In viewing the time table, as presented in the grant, the primary gap noted was that of the evaluation phase which was not developed on an ongoing basis as defined in the timetable. This writer is evaluating the Program in its eleventh month of operation for Straight, Inc. fulfilling grant requirements of the Bureau of Criminal Justice Planning and Assistance and L.E.A.A.

C) Measurable Objectives:

1) Statistical-Quantitative:

With reference to the measurable objectives (See B-Grant Proposal) defined as attained in the proposal, the following has been accomplished:

a) since 9/1/76 - 466 clients have been served;

since 5/1/77 - 252 clients have been served;

first 12 months - 321

currently in the program - 225 (statistics, January 1978 breakdown)

b) There have been 72 graduates - those successfully completing Program, 7 youth had their charges dismissed upon completion of the Program.

- c) Over 200 juveniles have been diverted from Juvenile Authorities;
- d) Provide more than 100 Temporary Foster Homes;
- e) Recruited and trained better than 50 volunteers;
- f) There have been 202 withdrawals from the Program since its inception.

These are broken down in the following way:

- terminated by the Program	26
- remanded to the Court	57
- withdrew by own volition or parents before completion	119

- g) Cost to parent is \$400; Cost to Program is approximately \$750 - \$800;

2) Observed - Qualitative:

- a) As noted throughout this evaluation, there is considerable movement within the Program regarding:
  - engagement of youth;
  - staff and youth involvement;
  - parental and family involvement;
  - Board and volunteer activity;
  - interaction and collaboration with other social, medical, criminal justice and rehabilitative agencies.
- b) There was an earlier follow-up study (Addendum #9, dated 9/12/77) of graduates that was done by Herbert Goldstein, Ph.D. responding to a meeting with graduates and their parents. In addition, there is a periodic follow-up of graduates on 3 months, 6 months and one year anniversary. Both adolescent and their parents are involved.

Vi. ASSESSMENT OF PROGRAM DELIVERY:

A) Strengths:

1) Unique residential daycare design:

- a) The Program is presently servicing 222 youth in a unique residential model providing a 12 hour daycare program in which the youngster passes through a temporary separation from the home and then slowly returns.
- b) The Program is highly structured, creates control and utilizes the majority of the youngsters themselves, to pass through the 5 phases of treatment.
- c) The family is involved initially as a participant, and then they become the supportive parents who develop an alternative foster home for another child.
- d) The cost of the Program to individual families of \$400.00 which is amazingly low comparative to the unique design of the 7 day a week daycare program and then the unique residential program in the evening.

2) Staff:

- a) There is a good staffing mixture made up of cross-level professionals and para-professionals and volunteers. Spirits were extremely high with a lot of enthusiasm displayed throughout the visit.
- b) The Board is a highly invested lay Board, reflecting good cross representation of the community.

3) General:

- a) The Program has fulfilled its stated goals; providing a diversionary program for 200 youth annually.
- b) The Program, under the direction of the Administrator, appears to be responsive and are willing to work with youth through various segments

of the community.

B) Weaknesses:

1) Community Involvement:

- a) There needs to be a far more concerted effort to reflect program goals within the community. The Program has extremely low community visibility. A concerted effort should be made to view community linkages, community output, and outreach efforts.
- b) There needs to be closer involvement between the Board and the staff to enhance the image of the Agency and to reassure the staff of its goals.

2) Staff:

- a) Due to the nature of the number of para-professionals, there needs to be a far more comprehensive and developed Training Program. Due to the nature of the day-to-day activity, the younger staff need to have more delineated staff orientation, ongoing training and consultation which should be organized and built-in.
- b) Administrative staff appear to be over-loaded and over-taxed due to day-to-day maintenance and crisis issues.
- c) Communication lines should be enhanced more routinely for closer control and structure of individual youth.
- d) There should be far more recognition of the volunteer staff which should be built into every phase of staff communication and design. They should be involved in staff training as well as be utilized into case conferences and staff meetings.
- e) All procedural information should be ear-marked and accessible to all staff and volunteers. Client folders should be more uniform and a check list of required data should be developed.

3) General:

- a) There is a general aura of insecurity that was reflected by staff regarding: 1) the temporary facility they are using, having 45 day eviction notice potential; further complication by the fact that Program has moved three times in a two year span which reflects some level of inconsistency; 2) budgetary issues are quite valid, effecting the validity of this Program; for example, there is no rental nor food budget that is built in. Also, the loss of this grant only further complicates their present budgetary situation.
- b) The lack of modified policy and procedure manual is another concern. During the site visit, a large number of materials were given to the Evaluator which could be incorporated into such a manual. The manual should address Program philosophy, policy in specific matters, such as, entry into the Program; legal procedures; lines response, etc.
- c) The Board of Directors should take a more active role in establishing and monitoring program policy. The Board should be organized into sub-committees and should work closely with the total staff to organize the data.

VII. RECOMMENDATIONS AND AREA OF CONSIDERATIONS:

- A) There appears to be a very tight, closed view of Program goals which are impacted by the youth being serviced. Consideration should be given to those youngsters and families who do not fit into the target population. It should be noted that there are no outreach designs within the Program. The broadening of philosophy might be considered.
- B) Special attention should be given to engaging and servicing minorities within the Program. A concerted effort should be made to negotiate with community officials and neighborhood leaders to accomplish this goal.

The Program might request the aid of Health and Rehabilitative Services and the Bureau of Criminal Justice Planning and Assistance.

- C) A more formalized process should be developed for working within the Criminal Justice System. The most experienced and professional staff should be integrated into the Court system to assist the Judiciary and the probation staff. Formal reporting and feedback mechanisms should be developed to enhance this professional relationship. Staff may be able to offer consultative services for drug abuse and addicted youth.
- D) The Board should carefully consider expanding the present administrative staff. Due to the nature of the Program: 1) servicing over 200 youth; 2) having an intensive daycare/residential design; 3) having a majority of para-professional staff; 4) having a large number of foster families and volunteers and, 5) present budgetary and fiscal constraints; there needs to be a more delineated division of the Administrative and Clinical Services. In addition, there is a tremendous need for community development and exposure. The consideration might be given to hiring a Clinical Director who would be responsible for clinical and treatment services, therefore, assisting the Executive Director to concentrate on Administrative and Community functions.

VIII.

ADDENDA

1. Board of Directors
2. Advisory Board
3. Incorporation Papers
4. Weekly Program Schedule
5. Daily Staff Schedule
6. Phase Description
7. List of Staff Positions
8. Job Descriptions
9. Initial Graduate Response Evaluation



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Treasure Island 33706  
367-1609  
6539 Central Ave  
St Petersburg  
381-3622

Leon Sellers DVM (Judy)  
1621 80th Street N  
St Petersburg, Fla 33710  
Bayshore Animal Clinic  
3845 Tyrone Blvd. N  
381-3900

John E. White  
11637 Grove Place  
Seminole 33542  
393-5014  
O: 893-7436

Tom Wykoff (Paula)  
1228 Bell Drive  
Clearwater 33516  
441-9550

Guy Perenich (Elizabeth)  
Route 1 Box 635-A  
Old East Lake Road  
Tarpon Springs, Fla 33589  
938-3175  
29 North Fort Harrison  
Clearwater 33515  
O: 446-8501

## STRAIGHT, INC.

## ADVISORY BOARD

Herbert Goldstein, Ph.D.  
7941 9th Avenue South  
St Petersburg, Florida 33706  
347-0503  
ofc: 105 5th Avenue N.E.  
St Petersburg, Florida  
822-6914

Allyn B. Giffin, M.D.  
6617 Gulfport Blvd. S.  
St Petersburg, Florida 33707  
343-4034

Lt. David Milchan  
St Petersburg Police Department  
Youth Services Division  
St Petersburg, Florida 33710  
893-7561 or 893-7171  
Home: 1618 Follow Thru Road  
St Petersburg, Florida 33710  
34205089

Allen P. Allweiss, Esq.  
5362 Central Avenue  
St Petersburg, Florida 33707  
384-2611

# STATE OF FLORIDA

DEPARTMENT OF STATE



I certify that the following is a true and correct copy of

## CERTIFICATE OF INCORPORATION

OF

STRAIGHT, INC.

filed in this office on the 22nd day of April,

19 76 .

Charter Number: 735636

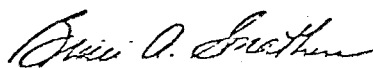
GIVEN under my hand and the Great

Seal of the State of Florida, at

Tallahassee, the Capital, this the

22nd day of April,

19 76

A handwritten signature in cursive script, reading "Bruce A. Swarth".

SECRETARY OF STATE

FILED  
APR 22 8 56 AM '76  
DEPARTMENT OF STATE  
TALLAHASSEE, FLORIDA

ARTICLES OF INCORPORATION  
OF  
STRAIGHT, INC.  
(a corporation not for profit)

We, the undersigned, with other persons being desirous of forming a corporation for charitable and philanthropic purposes, under the provisions of Chapter 617 of the Florida Statutes, do agree to the following:

ARTICLE I. NAME.

The name of this corporation is STRAIGHT, INC.

ARTICLE II. PURPOSES.

The general nature of the objects and purposes of this corporation shall be to develop and administer programs for victims of drug abuse, dealing with rehabilitation, welfare, and health, in order to assist them in adjusting themselves to their environment; to train them in vocations and avocations; to aid them in all their activities; and to be of assistance in solving their particular problems, and to interest and unite men and women in social work for the welfare of boys and girls, and young men and young women to the end that crime, poverty, and misery may be lessened; that a nobler manhood and womanhood may be developed, and that a more perfect love of home, family and country may be fostered, and to cooperate with all federal, state and local government agencies to secure these ends, utilizing all powers this corporation may exercise as granted it by Chapter 617. Florida Statutes.

ARTICLE III. QUALIFICATION OF MEMBERS.

The membership of this corporation shall constitute all persons hereinafter named as subscribers and such other persons as, from time to time hereafter, may become members, in the manner provided in the by-laws. Every person who meets the

requirements of any classification shall be eligible for membership in the corporation. An applicant shall be admitted to membership on his or her election by a majority of the Board of Directors and on payment of initiation fees, membership capital contribution, and dues, and the execution of a written assent and agreement to be bound by the by-laws and any amendment thereto as may from time to time be enacted and to discharge the duties of membership as set forth in the by-laws of the corporation.

#### ARTICLE IV. TERM OF EXISTENCE.

This corporation shall have perpetual existence.

#### ARTICLE V. SUBSCRIBERS.

The names and residence of the subscribers to these Articles of Incorporation are:

MELVIN F. SEMBLER

10324 Paradise Boulevard  
Treasure Island, FL 33706

H. GOLDSTEIN, PH.D.

7941 - 9th Avenue South  
St. Petersburg, FL 33707

FRED KENFIELD

200 Pasadena Avenue South  
St. Petersburg, FL - 33707

ARTICLE VI. OFFICERS.

Section 1. The officers of the corporation shall be a President, a Secretary, a Treasurer, and such other officers as may be provided in the by-laws.

Section 2. The names of the persons who are to serve as officers of the corporation until the first meeting of the Board of Directors are:

PRESIDENT: Melvin F. Sembler

SECRETARY: Raymond Bourgholtzer

TREASURER: Raymond Bourgholtzer

Section 3. The officers shall be elected at the annual meeting of the Board of Directors or as provided in the by-laws.

ARTICLE VII. BOARD OF DIRECTORS.

Section 1. The business affairs of this corporation shall be managed by the Board of Directors. This corporation shall have 15 directors initially. The number of directors may be decreased or increased from time to time, by the by-laws, but shall never be less than three.

Section 2. The Board of Directors may be members of the corporation.

Section 3. Members of the Board of Directors shall be elected and hold office in accordance with the by-laws.

Section 4. The names and addresses of the persons who are to serve as Directors for the ensuing year, or until the first annual meeting of the corporation, are:

H. GOLDSTEIN, PH.D.

7941 - 9th Avenue South  
St. Petersburg, FL 33707

FRED KENFIELD

200 Pasadena Avenue South  
St. Petersburg, FL 33707

LEON SELLERS, D.V.M.

3845 Tyrone Boulevard  
St. Petersburg, FL 33709

R. C. GARBY, M.D.

1609 Pasadena Avenue South  
St. Petersburg, FL 33707

Guy Perenich

29 N. Ft. Harrison  
Clearwater, FL 33515

RAY WAYMIRE

4600 - 10th Avenue North  
St. Petersburg, FL 33713

ROBERT E. CHAPIN	1131 Jungle Avenue North St. Petersburg, FL 33710
RUTH E. CHAPIN	1131 Jungle Avenue North St. Petersburg, FL 33710
MEL F. SEMBLER	10324 - Paradise Boulevard Treasure Island, FL 3370
BETTY S. SEMBLER	10324 - Paradise Boulevard Treasure Island, FL 3370
HELEN PETERMAN	8001 Gulf Boulevard St. Petersburg Beach, FL 337
JOHN E. WHITE	10326 Tangelo Road Seminole, FL 33542
THOMAS E. WYKOFF	1228 Bell Drive Clearwater, FL 33516
ARTHUR W. BAUKNIGHT	6601 - 17th Street South St. Petersburg, FL 33707
LILA L. BAUKNIGHT	6601 - 17th Street South St. Petersburg, FL 33707

#### ARTICLE VIII. BY-LAWS.

Section 1. The Board of Directors of this corporation may provide such by-laws for the conduct of its business and the carrying out of its purposes as they may deem necessary from time to time.

Section 2. Upon proper notice the by-laws may be amended altered or rescinded by a two-thirds vote of those members of the Board of Directors present at any regular meeting or any special meeting called for that purpose.

#### ARTICLE IX. AMENDMENTS.

Section 1. These Articles of Incorporation may be amended at a special meeting of the membership called for that purpose, by a three-fourths vote of those present.

Section 2. Amendments may also be made at a regular meeting of the membership upon notice give, as provided by the by-laws, of intention to submit such amendments.

#### ARTICLE X. MISCELLANEOUS.

Section 1. No part of the net earnings of the corporation shall inure to the benefit of any individual or member.


Section 2. The amount of the yearly dues payable by members shall be such amount as may be determined from time to time by the Board of Directors.

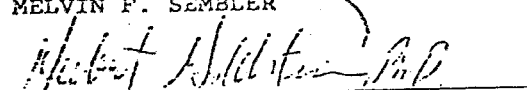
Section 3. The annual meeting for the election of members of the Board of Directors and Officers shall be held as may be provided in the by-laws.

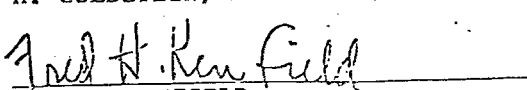
Section 4. This corporation is not organized for a pecuniary profit, it shall not have any power to issue certificates of stock or declare dividends, and no part of its net earnings shall inure to the benefit of any member, director, or individual. The balance, if any, of all money received by the corporation from its operators, after the payment in full of all debts and obligations of the corporation, of whatever kind or nature, shall be used and distributed exclusively for charitable, scientific, and educational purposes in the fields of drug abuse education prevention, control and education and awareness.

Section 5. The principal office of the corporation shall be as may be determined by the Board of Directors. The initial office shall be 200 Pasadena Avenue South, St. Petersburg, Florida 33707, until otherwise changed by the Board of Directors.

IN WITNESS WHEREOF, we, the undersigned subscribing incorporators, have hereunto set our hands and seals this 19<sup>th</sup> day of April, 1976, for the purpose of forming this corporation not for profit under the laws of the State of Florida.

  
MELVIN F. SEMBLER

  
H. GOLDSTEIN, PH.D.

  
FRED H. KENFIELD

STATE OF FLORIDA )  
                          ) ss.  
COUNTY OF PINELLAS)

Before me, a Notary Public duly authorized to  
and before me, in the State and County aforesaid, personally



WITNESS my hand and official seal in the County  
and State named above, this 13<sup>th</sup> day of April, 1976.

Notary Public, State of Florida at Large  
My Commission Expires JUNE 16, 1972

Before me, a Notary Public duly authorized to  
ements in the State and county aforesaid, personally  
OSTEIN, PH.D., to me known to be the person  
subscriber in and who executed the foregoing  
corporation, and he acknowledged before me that  
subscribed to these Articles of Incorporation.

WITNESS my hand and official seal in the County  
and State named above, this 19<sup>th</sup> day of April, 1976.

Richard R. Warner  
Notary Public (SEAL)

Notary Public, State of Florida at Large  
My Commission Expires April 20, 1979  
Bonded by American Fire & Casualty Co.

Before me, a Notary Public duly authorized to  
take acknowledgements in the State and county aforesaid, personally  
appeared FRED H. KENFIELD, to me known to be the person described  
in as a subscriber in and who executed the foregoing Articles of  
Incorporation, and he acknowledged before me that he executed  
and subscribed to these Articles of Incorporation.

WITNESS my hand and official seal in the County  
and State named above, this 10<sup>th</sup> day of April, 1976.

Notary Public (SEAL)

CERTIFICATE DESIGNATING PLACE OF BUSINESS OR DOMICILE FOR THE  
SERVICE OF PROCESS WITHIN THIS STATE, NAMING AGENT UPON WHOM  
PROCESS MAY BE SERVED.

In pursuance of Chapter 48.091, Florida Statutes,  
the following is submitted, in compliance with said Act:

First--That STRAIGHT, INC.

desiring to organize under the laws of the State of Florida  
with its principal office, as indicated in the articles of  
incorporation at City of St. Petersburg, County  
of Pinellas, State of Florida  
has named Dr. Leon H. Sellers, Jr.

located at 3845 Tyrone Boulevard, St. Petersburg, FL 33709  
(Street address and number of building;  
Post Office Box address not acceptable)

City of St. Petersburg, County of Pinellas,  
State of Florida, as its agent to accept service of  
process within this state.

ACKNOWLEDGMENT: (MUST BE SIGNED BY DESIGNATED AGENT)

Having been named to accept service of process for  
the above stated corporation, at place designated in this certi--  
ficate, I hereby accept to act in this capacity, and agree to  
comply with the provision of said Act relative to keeping open  
said office.

By Leon H. Sellers, Jr.  
(Resident Agent)

COPY

# STRAIGHT, INC.

JAMES E. HARTZ  
EXECUTIVE DIRECTOR

(A NON-PROFIT CORPORATION)

POST OFFICE BOX 40052  
St. Petersburg, Florida 33743  
Phone: (813) 823-2553

## SUNDAY FEBRUARY 26

2:00 p.m. Medication - Jerry  
Afternoon Rap - Bob, Liz

5:00 p.m. Dinner - John  
Rules - Jerry, Liz  
Medication - Liz

6:30 Night Rap - Lorie, Kathy  
Night Medication - Bob

## MONDAY FEBRUARY 27

9:00 a.m. Medication - Rick  
Girls homes - Kathy, Nancy  
Guys homes, John, (Rick in and out)

12:00 Lunch - Dave  
Medication - Lorie

1:00 Girls rap - Lorie  
Guys rap - Dave  
Exercises - all staff

3:00 Afternoon rap, Kris, Mike

5:00 Dinner, Jerry  
Medication, Liz  
Rules, Kris  
OMs, Dave, Liz

## TUESDAY      FEBRUARY 28

9:00 a.m.      Medication, Kathy  
                  Review of Open Meeting: Dave  
                  Morning Rap, Lorie Kathy

12:00           Lunch, Nancy  
                  Medication, Aimee

1:00           Girls Rap, Cynthia  
                  Guys Rap, Dave

2:30           Exercises - all staff

3:00           small groups - all staff

5:00           dinner, Mike & John  
                  Rules, Liz & Aimee  
                  Medication, Nancy

6:30           Night Rap, Dr Ross (George)

9:00           Medication, Jerry

## WEDNESDAY      MARCH 1

9:00           Medication, John  
                  Morning Basics - Dave

10:00          Morning Rap, Cynthia, John

12:00          Lunch, Lorie  
                  Medication, Cynthia

1:00           Girls Rap, Aimee  
                  Guys rap, Bob

2:30          Excercises - all staff

3:00          Afternoon rap, Mike, Kris

5:00          Dinner - Jerry, Bob  
                  Rules - Bob  
                  Medication - Kris

6:30          Night Rap, Lorie & Kris

9:00          Medication - Mike

## THURSDAY MARCH 2

9:00 a.m. Medication - Kris  
Morning Basics - Lorie & Rick  
Morning Rap - Dave & Kris

12:00 Lunch - Nancy  
Medication Bob

1:00 Small groups - all staff

2:30 excercises - all staff

3:00 Senior Staff Meeting  
Afternoon Rap - Liz & Jerry

5:00 Dinner - Cynthia, Kris  
Medication - Jerry  
Rules - Aimee & Bob

6:30 Night Rap - Cynthia  
Old Comer Rap - Aimee, Jerry, Kris

9:00 Medication - Liz

## FRIDAY MARCH 3

9:00 a.m. Medications - John  
Girls homes - Cynthia  
Guys homes - Bob & John

12:00 Lunch - Aimee  
Medication - Nancy

1:00 Girls rap - Nancy & Aimee  
Guys rap - Bob & John

2:30 Excercises - All Staff

3:00 Afternoon rap: Kathy & Jerry

4:30 Dinner - Nancy & Jerry  
Medication - Mike  
Rules - Mike & Aimee

6:30 OM - Nancy & Mike  
Medication - Jerry

SATURDAY

MARCH 4

9:00 a.m. Medication, Kris  
Morning Review of OM, Kris & Kathy

10:00 Morning Rap, Kris & Nancy

12:00 Lunch, Cynthia  
Medication, Dave

1:00 Girls Rap, Aimee and Liz  
Guys rap, Bob & Kris

2:30 Excercises - all staff

3:00 small group - all staff

5:00 dinner - Mike & Cynthia  
Medication - Cynthia  
Rules - Aimee & John

6:30 Night Rap - Dave & John  
Medication - Cynthia

# STRAIGHT, INC.

JAMES E. HARTZ  
EXECUTIVE DIRECTOR

(A NON-PROFIT CORPORATION)

POST OFFICE BOX 40052  
St. Petersburg, Florida 33743  
Phone: (813)541-6666

## EXPLANATION OF DAILY STAFF SCHEDULE

Open Meeting Review - on Tuesday and Saturday mornings from 9:00 a.m. to 10:00 a.m. the group discusses the Open Meeting that took place the previous night. Feedback is given to people who have introduced themselves and the group's behavior is reviewed. Also clients respond to the remarks made to them by their parents and relatives.

Medications - a few of our clients receive prescribed medicines which are closely guarded. A staff member gives the medicine and records the necessary information in a book to provide documentation. Repeated in the evening with same safeguards.

Basics - One hour rap first thing in the morning. This covers rules of program, chain of command, seven steps, three signs, serenity prayer and any other necessary information. This is an attempt to help clients realize the importance of the above tools in getting straight.

Rap - A period of time, usually two to three hours in duration, when the full group discusses issues, ideas, themes, etc. that staff feels may help clients get in touch with themselves. Raps are led by Staff and may be assisted by a fifth phaser. These discussions are the center of our therapeutic community.

Lunch - self-explanatory.

Girls/Boys Raps - The large group is broken up and the girls have a separate rap as do the boys. Topics are discussed that are more appropriate for people of the same sex. Again, raps are led by staff.

Exercises - Time set aside daily for limited physical activities. Girls and Boys exercise separately and are supervised by staff.

Dinner - self-explanatory.

18 Year Old Sibling - The older brothers and sisters of our clients are invited in once a week for a discussion group which is led by staff. Discussions are designed to inform older siblings of program so they can relate more effectively to siblings on the program.

Small Groups - Tuesday, Thursday and Saturday afternoon the large group is broken down into many smaller groups of between 15-20 individuals. These small groups provide for more personal attention to clients.

Staff Training Session - time set aside for the training of our staff by Mr. George Ross. This time is from 3:00 p.m. to 4:30 p.m. Thursday.

Sibling rap - These sessions are conducted on Saturday mornings and are for the younger brothers and sisters of our clients. These raps are led by fifth phasers and attempt to open lines of communication between the siblings in a family and inform the siblings of the program and the new terms their brothers or sisters may come home with.

Open meetings - Conducted on Monday and Friday evenings where parents attend and relate to their child if the youngster is away from home.



# STRAIGHT, INC.

JAMES E. HARTZ  
EXECUTIVE DIRECTOR

(A NON-PROFIT CORPORATION)

POST OFFICE BOX 40052  
St. Petersburg, Florida 33743  
Phone: (813)541-6666

## PHASE DESCRIPTION -

Program is divided into five phases:

FIRST PHASE - During this initial phase of the program, the individual is living away from home in a "temporary home." Our temporary homes are families who have children in the advanced phases of the program and whose parents consent to having these new people in their home. The temporary home is important for two reasons: 1) it gives the child's family some breathing room because the troubled young person is temporarily removed. The parents know where their youngster is and can begin to get their feelings out and relax just a bit. 2) This placement in a temporary home tells the new youngster on a very subtle level that "here is a family who had problems but now they're talking things out. Maybe my family can do this also." The new youngster has an opportunity to talk to his "foster parents" as surrogate parents when trying new responses or just asking questions to adults. The temporary home concept is an excellent technique for providing security and a 24 hour service which many families need when they first approach us. This technique also reduces our cost factor, which is one of the very attractive aspects of Straight.

Rules for this phase (see in-take packet) are designed to provide structure and security and the days activities are planned in advance.

SECOND PHASE - The purpose of this phase is to provide time for the youngster to use his developing communicative skills to build and strengthen the relationship with his parents and other family members. Returning home indicates progress and the youngster is beginning to return to the community. Again, discipline and rules are a significant part of this phase. While being at home the youngster attends the program each day and prepares to enter the next phase.

THIRD PHASE - The youngster having demonstrated sufficient progress in his first and second phase, he now returns to school and must learn to cope with the school environment. The development of straight friends at school is encouraged while not encountering old druggie friends is the rule. Attention to school work is stressed while emphasis on continuing family rapport is a must. Attendance at the program each day after school and on weekends is required.

FOURTH PHASE - The intent of this phase is to demonstrate to the client that he is progressing well enough to reduce the time required at the program. While remaining in school, the client attends the program on Tuesday, Thursday, and Friday and one weekend day. We encourage the family to use their time in activities that will involve the total family and hopefully further strengthen family unity.

FIFTH PHASE - Graduation is prepared for by applying in practical ways the principles of awareness and open communication that the client has learned. We firmly believe that a gift is not a gift until you can give it away. Therefore, attendance is required only three days a week and rules are significantly reduced while the client becomes involved in a personal way with other clients on the program. Fifth phasers engage in various activities which only a person who has achieved this status may do. For example, they assist in Friday evening parent raps, assist with one-to-ones with first phasers and write up a report on the conversation, attend civic engagements, help with in-take and assist staff in observing the group. While helping other people they help themselves and the intent of this phase is to assist the clients in crystalizing their specific skills and learning to care for another human being by becoming directly involved with that person. Since initiating the fifth phase in December of 1977, we have been tremendously impressed with the maturity, enthusiasm and example that our fifth phasers present.

## LIST OF STAFF POSITIONS

1. Executive Director
2. Executive Secretary
3. Staff Supervisor
4. Services Coordinator
5. Consultant
6. Senior
7. Senior
8. Senior
9. Senior
10. Senior
11. Senior
12. Junior
13. Junior
14. Junior
15. Junior
16. Junior
17. Junior Staff
18. Junior Staff

## EXECUTIVE DIRECTOR

### NATURE OF WORK

This is highly administrative planning and professional work in directing may of the activities of Straight, Inc.

Work involves responsibility for organizing, directing and coordinating activities of Straight, Inc., within the parameters set forth by the Board of Directors. Involved are responsibilities for implementing the policies set by the Board of Directors for making difficult administrative decisions. The major emphasis of work for this position is on overall administrative planning and coordination requiring the exercise of sound judgment, important decisions, and management skills. Work also involves important associations with representatives of county, state, and federal agencies, public organizations and civic clubs.

Has exclusive duty responsibility and authority to manage and exercise executive or administrative responsibilities in the continuing conduct of the operations of the Program's affairs.

Supervisor of all personnel within the established administrative framework.

Personnel administration, including development of staffing pattern, job description, salary structure, recruitment, hiring and promotion and dismissal of staff; development of personnel procedures in line with policies enunciated by the Board; maintenance of personnel records; staff development, continuous in-service training and periodic staff evaluation.

Financial administration, including budgeting, payroll administration and maintenance of comprehensive financial and other records.

### ILLUSTRATED EXAMPLES OF WORK

Plans, assigns, directs, and exercises general supervision over all employees and volunteers engaged in the programs and activities of Straight, Inc.

Regularly reviews and reports to the Board of Directors in the areas of personnel distribution and project requirements to effect the most efficient and economical utilization of facilities, personnel and equipment.

Responsible for implementing policies and guidelines governing the selection, placement, training, development, safety, discipline and appraisal of personnel.

Attends meetings and conferences with representatives of local, county, state and federal agencies, professional groups, local civic clubs, and other citizens groups.

Performs related work as assigned.

## DESIRABLE KNOWLEDGE, ABILITIES AND SKILLS

Knowledge of administrative practices and procedures.

Ability to plan for the project, to delegate and distribute personnel, and review the work of all subordinates.

Ability to establish and maintain effective working relationships as necessitated by work assignments.

Ability to provide effective leadership.

Ability to communicate clearly and concisely, orally and in writing.

## DESIRABLE TRAINING AND EXPERIENCE

Master's Degree in psychology, social sciences, business administration or vocational rehabilitation with four years experience in a direct social delivery program in an administrative position.

EXECUTIVE SECRETARYNATURE OF WORK

This is a reasonably difficult secretarial position within Straight, Inc. Work involves organizing and maintaining the office for Straight under direct supervision of the Executive Director. Involved are responsibilities for bookkeeping, typing, telephone calls, client record keeping, payroll, and assigned work generated by other staff. Work emphasis is on office planning which requires considerable skill in secretarial field.

Has sole responsibility for office. Makes recommendations to Executive Director to improve efficiency of record keeping, etc.

ILLUSTRATED EXAMPLES OF WORK

Regularly reviews accounts payable and receivable and keeps Executive Director informed about status of the budget.

Assists staff in being sure the client's records are in compliance with State Licensing Regulations.

Handles incoming calls and passes messages to appropriate personnel.

Assists in keeping the minutes of the meetings of the Board of Directors.

NECESSARY KNOWLEDGE AND SKILLS

Knowledge of basic secretarial duties including record keeping and typing.

Skills of basic office equipment.

NECESSARY TRAINING AND EXPERIENCE

High School diploma and training in essential secretarial functions.

Two years of secretarial experience.

NATURE OF WORK

This is a very responsible administrative staff work in serving as a principle assistant to the Project Director.

Work involves responsibility for directing and coordinating the program's administrative services directly relating to the participants needs.

Work includes a variety of tasks designed to relieve the Project Director of administrative details. Work is performed under the general supervision of the Project Director but the employee must exercise considerable initiative, ingenuity and independent judgment. Accomplishments are judged through conferences, written reports and results achieved.

ILLUSTRATIVE EXAMPLES OF WORK

Arrange and coordinate for the delivery of medical services for the program participants.

Identify, screen, and arrange for state certification of foster homes.

Arrange for all transportation needs of participants.

Make preparations and arrangements for the delivery of food and drink for the program participants.

Assist Project Director in the development of intake procedures and policies.

Establish a volunteer recruitment program.

Assist Project Director in the development and coordination of volunteer training sessions.

Prepares volunteer job assignments and schedules.

Assist the Project Director in annual evaluations of all volunteers.

Arranges for adequate building maintenance services.

Maintains accurate up to date inventory records.

Assists Project Director in maintaining adequate inventory of all necessary items and assists in the purchasing of such items.

DESIRABLE KNOWLEDGE, ABILITIES AND SKILLS

Some knowledge of the principles and practices of business management.

Some knowledge of the principles and practices of personnel management and budget management.

Some knowledge of the principles and techniques employed in effective office administration and management.

Ability to analyze, interpret and make decisions in accordance with regulations and policies of the program.

Ability to establish and maintain effective relationship as necessitated by work.

Ability to exercise initiative and resourcefulness in meeting new problems.

Ability to communicate clearly and concisely, orally and in writing.

DESIRABLE TRAINING AND EXPERIENCE

Graduation from an accredited high school and one year's experience in a drug treatment/rehabilitation program.



## PARA-PROFESSIONAL SUPERVISOR

### NATURE OF WORK

This is a very responsible staff position requiring direct personal contact with program participants in both individual and group settings.

Works under direct supervision of the Project Director at all times. Employee must exercise considerable initiative, ingenuity, and independent judgment.

Duties include the supervision of the program's para-professionals.

Accomplishments are to be judged through conferences, written reports and results achieved.

### ILLUSTRATIVE EXAMPLES OF WORK

Maintain attendance records of program participants on a daily basis and immediately report all absences to Program Director.

Conduct one-on-one discussions with program participants as requested by participant or as deemed necessary by para-professional.

Conduct, lead, and stimulate group discussions.

Interview potential participants for suitability for acceptance to the program and make recommendations for same to Program Director.

Monitor progress of participants in the program and report on same through written reports and conferences with the Project Director.

Supervise para-professionals.

Attend all training and in-service training sessions as required.

### DESIRABLE KNOWLEDGE, ABILITIES AND SKILLS

Ability to begin, generate and maintain group discussions that center on participants problems that may have led to his/her drug usage.

Ability to aid the participant in identifying the problems that led to his/her drug usage and to fully discuss possible solution to these problems.

Ability to be sensitive to the participants emotional status and to display a genuine "helping" relationship.

Ability to supervise personnel.

Ability to communicate clearly and concisely, orally and in writing.

DESIRABLE TRAINING AND EXPERIENCE

High school diploma or GED, or working toward same.

18 years of age.

Successfully completed 100 hours of training as provided by the program's professional staff.

Personal experience with a drug treatment program.

## PARA-PROFESSIONAL

### NATURE OF WORK

This is a very responsible staff position requiring direct personal contact with program participants in both individual and group settings.

Works under direct supervision of assigned para-professional supervisor at all times. Employee must exercise considerable initiative, ingenuity, and independent judgment.

Accomplishments are to be judged through conferences, written reports, and results achieved.

### ILLUSTRATIVE EXAMPLES OF WORK

Maintain attendance records of program participants on a daily basis and immediately report all absences to Program Director.

Conduct one-on-one discussions with program participants as requested by participant or as deemed necessary by para-professional.

Conduct, lead, and stimulate group discussions.

Interview potential participants for suitability for acceptance to the program and make recommendations for same to program director.

Monitor progress of participants in the program and report on same through written reports and conferences with para-professional supervisors.

Attend all training and in-service training sessions as required.

### DESIRABLE KNOWLEDGE, ABILITIES AND SKILLS

Ability to begin, generate and maintain group discussions that center on participants problems that may have lead to his/her drug useage.

Ability to aid the participant in identifying the problems that led to his/her drug usage and to fully discuss possible solution to these problems.

DESIRABLE TRAINING AND EXPERIENCE

High school diploma or GED, or working toward same.

18 years of age.

Successfully complete 40 hours of training by the program's professional staff.

Personal experience with a drug treatment program.

DEVELOPMENTAL CENTER

105 Fifth Avenue, Northeast  
St. Petersburg, Florida 33701  
822-6914

Director

Mack R. Hicks, Ph.D.  
Administrative Asst.  
Barbara A. Boucher

Director of Services

Herbert Goldstein, Ph.D.

Medical Services

Susan H. Fair, B.S.

Center Academy

Ray L. Bowman, Ph.D.

Adoption Centre

Victoria Friendly, M.A.

STAFF

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Cecil B. Cheek, M.A.  
Herbert Goldstein, Ph.D.  
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Susan Dollen, B.S.  
Susan H. Fair, B.S.  
Mary Fifer, B.A.  
Victoria Friendly, M.A.  
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Mr. Ken Owen, Special Advisor

September 12, 1977

Mr. Mel Sembler  
Mel Sembler Associates  
6539 Central Avenue  
St. Petersburg, Florida 33710

Dear Mel:

I wanted to correspond with you about my meeting last Wednesday evening with the folks from STRAIGHT. As you know this meeting was an informal gathering which lasted one hour. There were approximately 35 or 40 people who attended. Present were about 20 graduates, several staff, a very small number of parents and a number of Board members and Jim Hartz. Only the graduates and several staff responded during our session.

Overall, I had a very good feeling about what was being said. The graduates who spoke appeared very positive toward the program as well as toward themselves. It certainly looked as if there is a lot of strength among them.

A number of the graduates made points which I believe are worthy of repeating here. Although they felt warmly and positively toward STRAIGHT, a number of them agreed that if STRAIGHT "disappeared" they would "keep going" and not return to drugs. I think this is a very important point because I don't believe the organization should function so as to have its graduates be dependent on it rather than themselves.

A number of the graduates reported that they have friends who have never been in STRAIGHT and again, I think that this is a very important point. Interestingly, these friends were described as young adults who have "found God" and were certainly described as upstanding young citizens with very positive and constructive values.

A number of the graduates described their activities and I was impressed with the fact that they apparently have been able to find a sufficient number of recreational outlets without even considering returning to the drug culture peer group.

I believe one very important point was made when I asked the question "who is STRAIGHT unable to help?" The answer to that question appeared

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to fall in three categories and I believe it is worthy to have all senior staff be aware of these characteristics in individuals which I believe are true limitations for success in STRAIGHT. (1) Immature people. (Actually, it was believed that these individuals could be helped by STRAIGHT but a real modification in the program, or at least the nature of rap sessions, needs to take place). (2) The emotionally disturbed person or the individual who is mentally retarded. (3) (the extremely recalcitrant, stubborn or resistant individual that decides that under no circumstances will he cooperate.

It was also clear as a result of this meeting that STRAIGHT needs to proceed with the development of an organized graduate society with elected officers and specific recreational and community service type activities. In my opinion the need is very strong and I believe there are a sufficient number of graduates at this point to pursue the development of the society.

Into this cradle of optimism let me add and expand on several points. The group of graduates present totaled half or less of all graduates from STRAIGHT and very obviously they were uniformly positive and supportive of the program. One must only wonder about the remainder of the graduates and their observations.

In the days preceeding the meeting I received approximately four telephone calls from parents who registered complaints. My efforts to encourage them to attend the meeting on Wednesday evening were obviously unsuccessful. In my opinion, this makes their complaints less viable but I would like to present several of the points that the callers made.

One parent reported that she felt as if she was being treated "like an idiot" because decisions were being made about her child without her involvement or contribution. Another parent reported an excessive amount of "over-control" of their child which affected their family adversely. Probably the most articulate parent who called me reported that her child was experiencing difficulty relating the principles of STRAIGHT back out to "life in general".

Again, we must keep in mind that the four negative telephone calls which I received are not necessarily clear interpretations of fact. Undoubtedly, in a program as intense and emotional as STRAIGHT we should normally expect negative comments from a percentage of people.

However, their comments should not be ignored or necessarily dismissed. These comments should be viewed and understood in context but perhaps be taken as exaggerated statements of problems or problem areas which are present and potentially present. They certainly should serve as signposts pointing toward areas which need to be watched.

You know I am sincere in saying that it was a pleasure to be of assistance to STRAIGHT in the role which I played on Wednesday. Please do not hesitate to continue the dialogue if necessary.

Thank you.

Sincerely yours,

Herbert Goldstein, Ph.D.

HG:mb

# STRAIGHT, INC.

JAMES E. HARTZ  
EXECUTIVE DIRECTOR

(A NON PROFIT CORPORATION)

POST OFFICE BOX 40052  
St. Petersburg, Florida 33743  
Phone: (813)541-6666

May 2, 1978

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Mr. George Stevenson  
R. D. 4, Box 350  
Georgetown, Delaware 19947


Dear Mr. Stevenson:

I am in receipt of your personal handwritten letter and your letter to Governor Askew. I can appreciate your concern for the future of your daughters. Enclosed please find a brochure which will describe the program in a little more detail. Also enclosed for your review is the recent evaluation of our program by an independent professional in the field. This evaluation is required by our small L.E.A.A. grant.

We certainly want you to feel free to journey to St. Petersburg and see the program in action for yourself. We would be glad to have you. After reviewing many of the more traditional therapeutic modalities that deal with this problem, I can only say that this is the most exciting, positive and successful therapeutic system I have observed. Should you not be able to come to Florida, I would be glad to talk with you by phone. I feel a phone conversation can not give the information that an on-site visit would, but I will try to explain any questions you may have if you can not visit.

Thank you for your concern.

Sincerely,



James E. Hartz  
Executive Director  
STRAIGHT, INC.

JEH:mga

cc: Governor R. Askew  
Dr. John Dale