

CONNECTICUT
DEPARTMENT OF CORRECTIONS
COMMUNITY RELEASE PROGRAMS
GUIDELINES

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PROGRAM ACTIVITIES

Work release status confers the privilege to work, the need to travel, and the opportunity for self-development. But the benefits which work release status promises cannot be achieved unless employment, travel, and special activities which are involved are deliberately and carefully planned, executed, and supervised on a prisoner-by-prisoner basis. The discipline demanded by program activities involves the intelligent interaction of staff and the prisoners. Each has a role to play which if exceeded or underperformed can only lead to failure.

This paper is concerned with how staff and work releasees need to perform to assure that the objectives of work release are served by employment, travel, and special activities carried out either in the institution or in the community.

EMPLOYMENT

Rewarding employment is the key to the successful use of work release. To be rewarding, employment must represent more to a prisoner than an excuse to periodically escape the boredom of confinement and an opportunity to accumulate some cash to spend within a few hours of his release. Work release employment should serve as the bridgehead upon which the prisoner prepares a plan for himself in the community and from which he proceeds to assume that place.

To serve effectively the objective of reinstating a participant in the community as a productive, law-abiding resident, work release employment must contain ingredients necessary to foster the resumption of personal obligations, the development of self-respect, and the retention and improvement of work skills and seniority.

A job involves a relationship between employer and employee which is rewarding to both. From the employee's standpoint, a job which is interesting, challenging, and financially rewarding usually is the foundation upon which his life and that of his family are organized. Besides providing economic stability, a job is a source of friends and companions upon whom he may depend for his social adjustment. In addition, a job offers status which in turn produces self-respect. A job held for some time comes to govern many aspects of a man's life. It is, therefore, an important asset to be preserved for the prisoner who will be returning to the community in due course.

OBTAINING NEW EMPLOYMENT

When work release status becomes available to inmates who were either unemployed when arrested or discharged subsequent to their arrest and detention, employment must be obtained. The responsibility for finding jobs in these circumstances can be assigned to the prisoner, the Work Release Program Manager and other staff, or to both the prisoner and staff.

When a prisoner fails to make a serious effort to locate work or turns down what appears to be suitable job offers, he may be telegraphing an interest in only the privileges and not the responsibilities inherent in work release status. A lack of sincerity and motivation evidenced in this way may justify reconsideration of the prisoner's work release application.

CRITERIA FOR ACCEPTABLE EMPLOYMENT

Unless convincing reasons exist justifying contrary action, no prisoner approved for work release status should be permitted to accept a job unless the job:

- 1. requires a level of knowledge and skill commensurate with that possessed by the prisoner.
- 2. bears a relationship to the prisoner's vocational interests and aptitudes to the extent they are known.
- 3. offers the promise of continuing for at least six months beyond the time the prisoner's work release status is scheduled to terminate.

Employment is the heart of the work release strategy. If employment is secure and satisfying, the releasee's chances of achieving a satisfactory adjustment in other areas of his life are greater than would be the case if the job is temporary or, if permanent, so incapable of providing gratification that it is abandoned.

The work releasee's job should not serve only to justify his periodic release from custody and to lessen the cost of his care to the state. It should have relevance to the future as well as to the present. A prisoner who wishes to become a journeyman carpenter and who has already served as part of his apprenticeship is not likely to be satisfied by a job washing cars. To the contrary, job which fail to challenge and interest can breed frustration which in turn can threaten a prisoner's morale and self-discipline capability. Nor is there likely to be much benefit accruing to a prisoner who is allowed to take a job which is scheduled for termination shortly after he is scheduled to be released from confinement.

RESPONSIBILITY OF THE WORK RELEASE ADMINISTRATOR

Work Release Administrators should:

- * establish and publicize a policy which conveys the principle that work release status will not be allowed to be implemented with jobs which have little or no relevance to the prisoner's post-release readjustment.
- * investigate all employment opportunities claimed by applicants for work release to be available to them.
- * seek to suggest or provide more appropriate job opportunities to applicants who cannot find acceptable ones themselves.

The following kinds of employment frequently fail to meet the criteria stated above. Such employment should be given special scrutiny by program staff before permission is granted to prisoners to engage in it:

- 1. Any employment for which the employer is a relative of the prisoner.
- 2. Self-employment.
- 3. Sales work involving travel.
- 4. Bartending.
- 5. Car washing.

6. Work Release

No work releasees should be permitted to accept or continue any employment which does not offer him substantially the same pay, benefits, rights, and privileges granted to other employees working in comparable positions within the employing or similar organizations in the community. Prisoners whose job qualifications and productivity are rewarded with less than the prevailing pay and prerequisites by their employers can only be expected to feel they are being exploited because of their circumstances. The feeling of exploitation serves only to accentuate rather than lessen any existing sense of unworthiness.

The Work Release Manager should adopt procedures which provide that no successful applicant for work release status be released to resume or begin a job unless and until:

1. the Work Release Manager assigned has conferred with a prospective employer or his representative to determine that:
 - (a) it actually exists and there are reasonable prospects of it continuing.
 - (b) its requirements are consistent with the applicant's aptitudes, experience, and capabilities.
 - (c) the rate of pay is consistent with prevailing rate for similar jobs elsewhere.
 - (d) it is not the subject of a labor dispute.
 - (e) it is not likely to pose unreasonable seduction to criminal activity or work release rule violations.
 - (f) appropriate on-the-job training opportunities exist for which the participant could expect to qualify.
 - (g) the pay and number of hours of work/week are enough to justify the releasee holding it.
 - (h) the job climate is likely to be conducive to satisfactory relationships between the participant and his superiors and fellow employees.
2. the prospective employer acknowledges his awareness of the requirement that work releasees are not to be discriminated against and his intention to comply with it.
3. the prospective employer agrees to confer with the Work Release Manager if and when issues arise between the employer and releasee over any circumstance of employment.
4. the Work Release Manager has reason to believe that the employer is financially solvent and can meet payrolls.
5. the Work Release Manager determines who the participant's job supervisor will be and how he can be contacted.

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6. the Work Release Manager is informed concerning any requirements for the participant to join a union, attend after-hours meetings, provide special tools, or possess licenses.

EMPLOYMENT INVOLVING SPECIAL CONDITIONS

Special consideration should be given on a case-by-case basis to allowing or forbidding work releases to be employed on any job which:

exposes employees to unusual risks of physical injury.

required employees to cross state lines.

constitutes a second, part-time job to be worked in addition to an already approved full-time one.

consistently provides less than full-time employment.

is seasonal.

requires frequent association with former crime partners or other crime-prone persons.

PROGRAM-EMPLOYER RELATIONSHIP

Work Release Administrators should recognize the crucial role played by employers in the execution of work release strategy and actively recruit, orient, and support them as members of the case service team.

WORK RELEASE STAFF RESPONSIBILITIES TO EMPLOYER

Upon referral to the work release staff by work release applicants or when initially recruited through formal or informal efforts of the staff, every prospective work release employer should be seen by a member of the program staff for the purposes of:

...introducing and explaining the program.

...becoming acquainted with the employer, his firm, personnel officer, and supervisor.

...learning about the kinds of jobs and availability, skill requirements, working conditions, pay and benefits, labor relations, and other factors bearing upon placement.

...developing arrangements for maintaining an ongoing liaison with the employer.

...enlisting his support to the staff's efforts to build a reservoir of potential employers.

The Work Release Manager should establish and enforce a rule requiring case service personnel to respond promptly to any crisis situations reported by employers and to take whatever action is deemed appropriate.

DEVELOPING A POOL OF EMPLOYERS

Work release program staff should develop a reservoir of employers who are fully acquainted with the operation of work release which can serve as a pre-screened source of employment opportunities for selected work release candidates.

Some prospective work releasees may be sufficiently motivated to seek work but are without resources to assist them in their job-finding efforts. Without staff assistance in finding work, their chances of being able to take advantage of their work release privileges might be very poor. Other potential work releasees might possess physical or psychological handicaps or be faced with problems of interpreting their criminal records to the point where they would be crippled in any unassisted job-finding efforts.

By developing a reservoir of employers who are aware of work release and have indicated a special receptivity to employing releasees for any positions which they may have available, the work release staff have a resource which they can use in several ways. Specific prospective releasees can be referred to those employers most likely to have jobs appropriate to the applicant's particular needs. Such referrals can be made with some assurance that the applicant, whether hired or not, will be dealt with some sensitivity.

The reservoir can be used also by staff in situations where a particular applicant possesses an unusual skill or an unusual quantity of skill which a particular employer requires, is likely to appreciate, and will need.

Work release status can surround with complications (e.g., necessity for obtaining permission to work overtime, restrictions on driving or traveling across state lines) not usually associated with the normal employer-employee relationship. How sensitive employers are to these complications and how willing they are to accommodate them can be crucial determinate in the outcome of the use of the work release method.

It is the responsibility of the Work Release Manager to create a climate in the work releasee's environment which is conducive to the releasee's correction. The job and its setting are part of the releasee's environment. The Work Release Manager's responsibility includes taking all appropriate steps to improve the climate in which the releasee is to work. Employers are the key to the employment environment, and it is to employers that the Work Release Manager needs to turn for assistance in carrying out his responsibility for achieving the releasee's correction and reinstatement in the community as a free citizen.

The employers of work releasees require the maximum possible productivity from their employees in the interest of meeting the objective of their businesses. In employing a work releasee, a firm is inviting a level of risk beyond what it might otherwise be willing to accept. It is also inviting certain administrative problems which are peculiar to work release employees. The amount of risk and inconvenience an employer is willing to accept and tolerate will depend upon how much assistance and cooperation can be expected from the work release program staff.

Thus, the Work Release Manager and work release employer have a mutual interest in the quality of performance of the work releasee. Both have a need for their own purposes for the releasee-employee to succeed on the job. Each needs the other's acceptance to stand any chance of achieving the level of success each expects.

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It is within this state of mutual dependency that the rationale for an active liaison between the Work Release Manager and the employer lies.

Normally, the Work Release Manager is the moving party in establishing this liaison. It is the Work Release Manager who needs to find employment for a prisoner or to verify and examine employment obtained by the prisoner himself. It is the Work Release Manager who has to explain the requirements inherent to work release employment to the employer and obtain his agreement to accept them. It is the Work Release Manager who must make certain commitments (e.g., approval of request that prisoner-employee be allowed to work overtime) to the employer to gain his acceptance of the prisoner as an employee.

Once established, the liaison can serve the employers in terms of his requirements, as well. When the employer needs his employee for overtime or extra shift work to meet production schedules, the liaison provides the avenue of approach to the work release program itself. Similarly, when employees on work release are performing poorly for any reason, it is to the Work Release Manager that the employer can turn for assistance in dealing with the employees attitude or other debilitating factors.

1. When identified prospective employers are interviewed by staff or volunteers to:
 - (a) acquaint them with program details.
 - (b) obtain specific information concerning the kinds of employment opportunities which may be able to offer and the kind of support they are willing to give to program participants hired.
2. Preparation of a single formal file for ready access by staff containing a card or folder setting forth specific information concerning each prospective employer. The individual file card or folder should contain information relating to:
 - (a) any previous experience with work release.
 - (b) specific about firm (name, location, telephone, number of employees, products, etc.)
 - (c) kinds of jobs available and the frequency of their availability.
 - (d) knowledge and skill requirements of jobs.
 - (e) salaries and working conditions.
 - (f) firm personnel officer or other contact person.

It is very desirable that work release programs, regardless of size, successfully recruit several large firms as employers. Such firms offer many key advantages not available normally from smaller organizations.

UNIONS AS EMPLOYERS

Some prisoners' primary, if not only, access to employment through their unions. The union hiring halls serve as a clearing-house for bringing employers and employees together. In such situations, the Work Release Manager should approach the union business agents in the same manner as other employers. Effective working relationships need to be established and maintained. Where the process of obtaining a job requires prisoner union members being present at the hiring hall, work releasees should be permitted to proceed there on the same basis they would be authorized to be released to

seek or pursue employment elsewhere in the community. Assistance in the monitoring of releasees on the job normally requested from employers should be sought from union officials.

CHANGE OF EMPLOYMENT

All Work Release Managers sooner or later are faced with the situations where a work releasee requests permission to change jobs. Such a request can pose a conflict of interests for the administrator and must be handled with care.

Such requests are usually represented by the work releasee as an effort to move into a job which is more in keeping with the releasee's skills and career interest and which offers better prospects for advancement in the long run. Such a representation may be justified by the facts or it may be an effort to escape from some onerous or unpleasant situation (on the existing job) of the releasee's or his employer's making. The reasons behind such requests need to be fully explored before permission is granted or denied.

Work releasees should be discouraged from changing employers while in work release status in the absence of substantial justification, and no changes should be permitted to occur without the knowledge and approval of the Work Release Manager.

At times, the key to increasing the chance for successful adjustment will rest upon allowing a releasee to give up on a job in order to take another offering better pay, working conditions, opportunity for advancement, and status. At the time, the Work Release Manager has a responsibility for building and maintaining a reservoir of interest and cooperative employers upon which to draw in the future. Having extended himself to accommodate a work releasee and become dependent upon him for performing a segment of work, an employer may become resentful enough to disassociate himself from the work release program if he loses the employee to another employer for any reason. Because of the serious consequences which may result from a releasee changing employers, Work Release Managers should be in a position to examine carefully the reasons offered by the releasee for desiring to make a change. If, upon study, they appear to justify granting the releasee's request, the Work Release Manager is in a position to interpret the move to the original employer and, possibly, to retain the employer available for future releasees.

Work Release Managers should employ the following practices:

1. At the time a prisoner is accepted for work release, he should be advised that job changes are discouraged except for good cause and only after prior approval is granted by the Work Release Manager.
2. Whenever a work releasee requests permission to change jobs, the Work Release Manager should personally verify the reasons offered by the releasee to determine their legitimacy and to assess whether the benefits which could be expected for the releasee outweigh the losses which would be suffered by the employer and the work release program.
3. If the Work Release Manager grants the work releasee permission to change jobs and the Work Release Manager is interested in retaining the original employer as a resource for future use, the Manager should meet with the employer and seek to interpret to him the reasons for allowing the work releasee to change employment.
4. If it is determined that the work releasee requested permission to change jobs because the first employer failed to honor commitments or exploited the releasee, the Work Release Manager should refer the matter to the Warden for a policy decision as to whether or not the employer should be

solicited again.

5. If the Work Release Manager receives numerous requests for job changes, he should seek to determine whether or not he is allowing men to be under-employed initially. If so, steps should be taken to assure that employment being found and offered to the Work Release Manager by the applicant for approval is consistent with the applicant's career, interests, skill, and experience.

TRANSPORTATION

The fact that work releaseses must travel between the point where they are confined and the points where they work or are otherwise engaged in authorized activities in the community poses both opportunities and problems to the Work Release Manager.

Unescorted travel presents releaseses with many occasions to make decisions which test their capacity to act in responsible ways. How releaseses respond to irregularities and disruptions in authorized transportation arrangements can provide Work Release Managers with valuable evidence concerning releaseses' ability to handle more complex situations. The extent to which releaseses successfully resist the temptation of desired but unauthorized activities while in the community can be used as a measure of their ability to make correct decisions. In short, the necessity for releaseses to travel works to their advantage in that it requires them to practice self-control. For the Work Release Manager, the travel requirement provides a means of evaluating releaseses' readiness for handling even more responsibility.

WORKING OUT THE TRANSPORTATION PLAN

The kind of transportation to be used by each releaseses should be decided upon, agreed to, and arranged as part of the pre-release activities engaged in by the work release release participant-to-be and his Work Release Manager. The Work Release Manager should review any travel arrangements proposed by the participant-to-be to determine:

1. how the travel will be accomplished.
2. who besides the participant will be involved.
3. the time required to get to work and to return.
4. the cost involved to the participant.
5. whether better alternatives are available.
6. the reliability of the proposed method.
7. the opportunities for misconduct and the intensity of their appeal.
8. whether any private vehicle to be used meets required standards of safety.
9. whether drivers are properly insured and licensed.

The Work Release Manager should also:

- ... approve the route to be used.
- ... advise the participant of procedure to be followed in the event that unexpected development such as traffic tie-ups, accidents, and missed connections threaten to delay arrival at work or return to custody beyond approved times.
- ... determine the amount of money to be allowed to the participant for transportation expenses from his earnings.

The method, schedule, and route of travel approved for each releasee should be in keeping with the Work Release Manager's estimate of the releasee's capacity to handle the problems inherent in them. Any job requiring more than one hour's traveling each way should be carefully assessed to determine whether its value is likely to outweigh the detrimental aspects of spending two hours a day in travel.

Some work releasees can be expected to use any given set of travel arrangements successfully, while others can be expected to find it beyond the limits of their self-control. Still others, while using it successfully, could profit from a different less restrictive plan. To require all releasees to use the same transportation arrangement, then, does not recognize individual differences nor does it recognize different realities.

It should be assumed that work releasees have the capacity to learn, become more disciplined, and be less dependent upon external control. Therefore, after participation has begun and the releasee has demonstrated his capacity to handle additional responsibility, the original transportation plan may be replaced by a less restrictive one which may be available and is agreed upon by the releasee and Work Release Manager. For a releasee to experience continuing growth in his ability to make responsible decisions, the area of discretion available to him must be enlarged.

RESPONSIBILITY OF THE WORK RELEASE MANAGER

All forms of transportation are subject to delay, interruption, and cancellation. Therefore, every participant should be counseled carefully concerning the steps he should take to notify program staff and/or employers when unexpected problems arise which threaten to delay his arrival at the facility or his place of employment. Any such circumstances reported to custodial personnel on duty at the Control Desk should be passed on to the Work Release Manager for review and possible verification.

Work Release Managers should seek the assistance and opinion of the state's legal advisor before approving any plan submitted by participants incorporating unusual circumstances which could pose liability problems to either the state or participants or to both.

TRANSPORTATION BY WIFE, FELLOW RELEASEE, FELLOW EMPLOYEE, OR EMPLOYER

Before approving such arrangements, the Work Release Manager should consider such matters as

- a. the reliability of the transporting party.

- b. the amount the released will be charged, if any.
- c. the insurance coverage maintained by the driver and the condition of the vehicle(a) used.
- d. alternate arrangements available when regular driver is unavailable.
- e. the need for an possession of a chauffeur's license by the driver.

CABS AND CAB POOLS

Before approving plans involving the individual or joint use of taxicabs, the Work Release Manager should be certain that reasonable rates are being charged.

WALKING

Walking should be permitted only when the distances to be covered are short enough to discourage hitchhiking.

PUBLIC AND PRIVATE BUS LINES

When it would be advantageous to program participants, the Work Release Administrator should attempt to arrange with the transportation company management appropriate changes in schedules and additional stops at or near the work release facility.

USE OF VOLUNTEERS

When for any reason it is impossible to otherwise arrange satisfactory transportation for a potential participant, serious consideration should be given to seeking the assistance of program volunteers. If the program has developed a reservoir of citizens who have agreed to assist with various activities, the Work Release Manager can usually arrange for one or more of them to provide the needed assistance at least temporarily until other arrangements can be worked out.

SPECIAL PROGRAM ACTIVITIES

A typical work releasee will spend about two-thirds each week in sleep or at work and in closely associated events. After allowance is made for the time he will spend eating meals and attending to housekeeping tasks, it is probable that he will have a balance of between 45 and 55 hours a week to dispose of, largely at his discretion. About two-thirds of this balance is accounted for by his days off from work; the remainder is evening time on work days.

The challenge facing Work Release Administrators is to motivate program participants to use their discretionary time in ways which will assist them adjust in their communities after their release from custody. Releasees, tired after 10 hours of work and travel, are not likely to give up the comfortable chair and television movie for the intellectual effort or emotional strain of the classroom or discussion group unless they can be convinced that what is offered is relevant to their needs.

There are men in every institution who are crippled every day of their lives by their inability to read and write or by their failure to have completed high school. Most institution populations contain men who have very little knowledge about the health, welfare, education, criminal justice, recreation, and other kinds of agencies in their community and when and how to use these services. Many prisoners lack any basic knowledge concerning banks, installment buying, preparation of income tax forms, and have little ability to manage their personal finances to their families' advantage. Some men know little about the job market and lack information about how to approach a prospective employer. Other are constantly in trouble with their wives, children, the police, and their neighbors because they do not understand and therefore find it difficult to control their anger. Most men can benefit from receiving authoritative information about such matters as venereal disease, abortion, and drug usage. These are but a few examples of needs as well as other classes of prisoners.

Principles to Guide Program Development

Work Release Managers should build a program of self-development activities on the following principles:

* All activities should have as their objective the strengthening of their participants' capacity to cope with their post-release physical and social environment. Each activity should be undertaken to provide its participants with one or more of the following:

- ... More marketable work skills.
- ... Greater familiarity with job market and methods of obtaining and maintaining employment.
- ... Improved physical and mental health.
- ... More effective management of alcohol and hard drug problems.
- ... Authoritative information concerning such subjects as venereal disease, abortions, and drug abuse.
- ... Improved capability for dealing with personal finances.

- * Staff should not expect releasees to participate in and/or profit from any activity for which releasees have not recognized and acknowledged a need. However, when staff perceive a need to exist, there is no reason why staff should not assist releasees in recognizing it. Only after the need is recognized should possible solutions be suggested.
- * Self-development activities may be designed for individuals as well as groups. The fact that only one work releasee out of a total of 20 in residence feels a need for the services of Alcoholics Anonymous should not rule out the development of a plan for helping the single releasees.
- * Activities staged in the work release institution should make extensive use of and involve community residents. Expertise from local colleges, businesses, and government should be used as discussion leaders. When appropriate, friends and members of participants' families should be allowed to take part in meetings, classes, and other events.
- * The fullest extent permitted by legislation, court orders, administration policy, housing, and staffing, releasees should be permitted to participate in activities already existing in their home communities. Classes, training, recreation, therapy, etc., obtained in the participant's community environment is more likely to be helpful than similar events carried on in the work release center. Use of community activities permits more individualized programming and access to a wider range of activities.

Major Kinds of Self-Development Activities

Most programs can be classified into (1) instructional, (2) informational, (3) therapeutic, (4) community service, or (5) recreational activities.

1. Instructional Activities

- a. Formal classroom instruction conducted by credentialed teachers employed by the institution or provided by a public school district. An example is instruction provided to releasees who have not completed high school. Credentialed teachers provided regular instruction in a classroom setting in required subjects. Completion of the course or passing a comprehensive General Education Development examination will result in the issuance of a high school diploma or its equivalent. Completion of GED instruction opens some doors to jobs previously closed to releasees. It also provides the psychological benefits which come from completing an undertaking previously failed.
- b. Instruction in subjects which increase job skills. Formal instruction offered by high school, community college, and private industry in such subjects as mechanical drawing, typing, and blueprint reading.
- c. Instruction to develop new skills. Formal instruction provided by community colleges and private industry in such subjects as small motor repair, television servicing, and card punching.
- d. General instruction. Courses in driver education, first aid, personal grooming, speed reading, foreign language etc.

- e. Remedial. Individualized tutoring in basic language and mathematical skills.

2. Informational Activities

Often the most desired and used type of activity among work releasees are seminar and discussion groups, informally conducted, where a topic of general interest is presented by an authority on the subject followed by a discussion of the subject by participants.

Examples of subject matter which may be suggested for presentation are:

- time purchase contracts (installment buying)
- managing household finances
- obtaining housing
- trends in the employment market
- venereal disease
- drug abuse
- physical fitness
- where to find and how to use community health, education, welfare, recreational, etc., services
- sociological and economic trends affecting the community

A wide range of expertise can be enlisted. Local businessmen, bankers, college instructors, government officials, ex-offenders, and other authorities are almost always willing to contribute their services to such a program of activities. Their involvement also serves to broaden the base of public understanding of the work release program and prisoners and support for them.

3. Therapeutic Activities

Therapeutic activities can be required and provided in a variety of forms.

Individual Counseling—concerned with surface problems relating to immediate environment and conduct. Not concerned with basic psychological processes or emotional relationships. Can be provided by reasonably skilled Work Release Coordinators, probation or parole officers, rehabilitation officers, volunteers, etc.

Individual Treatment—concerned with crippling emotional and/or personality problems requiring professional attention. Can be obtained from local mental health agencies; some private and public social work, and correctional agencies; and private therapists.

Family Counseling—concerned with marital and child raising problems. Requires involvement of spouse and at times, children in the treatment process. Available from public and private social work and mental health agencies, church counseling centers, and private counselors.

Group Counseling—concerned with improving releasees' methods of social adjustment and behavior. Uses guided group interaction as treatment method.

Can be conducted with a work release population or one or more releases may become members of a group functioning outside the institution. Method requires competent leadership. Should not be used in an institution as a substitute for individual counseling.

4. Community Service Activities

One way of getting releasees involved with the community to which they will return is to permit them to become involved in service projects. Releasees often have particular skills which are in demand on a volunteer basis. Other groups require manpower for jobs which require no particular skills.

Some community service activities can be carried on in the institution. An example would be repairing bicycles recovered by the police and unclaimed by their owners. Most activities would involve entering the community either unescorted or with a representative of a sponsoring organization.

Example of community service projects which work releasees as well as others can benefit from are:

- ... repainting a building to be used as a teen-age center
- ... blood donation
- ... servicing mini-bikes donated to YMCA for use in youth group programming
- ... assisting a church with the construction of a float for a parade

Some organization like the Junior Chamber of Commerce will pair up their membership with releasees and involve their sponsored releases in a variety of religious, recreational, and service events in the community. Such arrangements provide releasees with contact that they may be able to use to their advantage upon release.

5. Recreational Activities

Recreational activities which can contribute to a work releasee's post-release adjustment can take a variety of forms. Some releasees enter custody with a substantial interest in achieving, maintaining, or improving a competitive capability in a particular activity, such as weightlifting. Such releasees can benefit from being provided the opportunity to continue their training under appropriate circumstances. When the work release facility lacks the necessary space and equipment, consideration should be given to allowing access to any available school or YMCA facility. Any transportation, coaching, or supervision required by such an approach may be available on a volunteer basis.

When work release program populations are large and available staffing and facilities permit, requests for team sports should be honored. Interest in softball, basketball, volleyball, etc., opens the door to possible competition with similar teams in releasee involvement in community life and increased understanding of and support for the program by the public.

When work releasees have an interest in learning and pursuing special hobbies and crafts, Work Release Managers can usually find interested and capable persons in the community who are willing to volunteer their time and talents for instructional purposes. Craft and hobby activities are important to prisoners because they provide them with the opportunity to satisfy their psychological needs to succeed and to complete tasks from which recognition, praise, and in-

come can be gained.

Use of Volunteers

Programs of activities designed to permit work releasees to make profitable use of their confinement hours require extensive manpower to arrange and execute. Few, if any, work releasee programs can command the amount of paid professional manpower which can be used to advantage. The manpower needs are particularly heavy if releasees are to be allowed to participate in community-based activities rather than only in activities staged within the work-release facility.

During the past decade, many urban and suburban communities have developed formal corps of volunteers who are screened, trained, and available for such purposes as teaching, tutoring, job-finding, and resources development (locating speakers, educational and recreational opportunities, and raising money for special purposes). Most volunteer bureaus have persons available who will provide transportation to clinics, recreational events, etc. The services of former social workers, clinicians, accountants, and other professionals are often available through volunteer bureaus.

Colleges and high school faculties, service clubs, graduate students, and ex-offender organizations are groups which are usually capable of producing specialized talent for both group and individualized programming.

Work Release Administrators who choose to make full use of volunteers need to recognize that some professional staff person must have the time to screen, instruct, deploy, and supervise them. Accordingly, a Work Release Manager assigned the responsibility for the work of volunteers may need to have some of his regular duties reassigned in order to have the necessary amount of time available to make full use of volunteers.

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