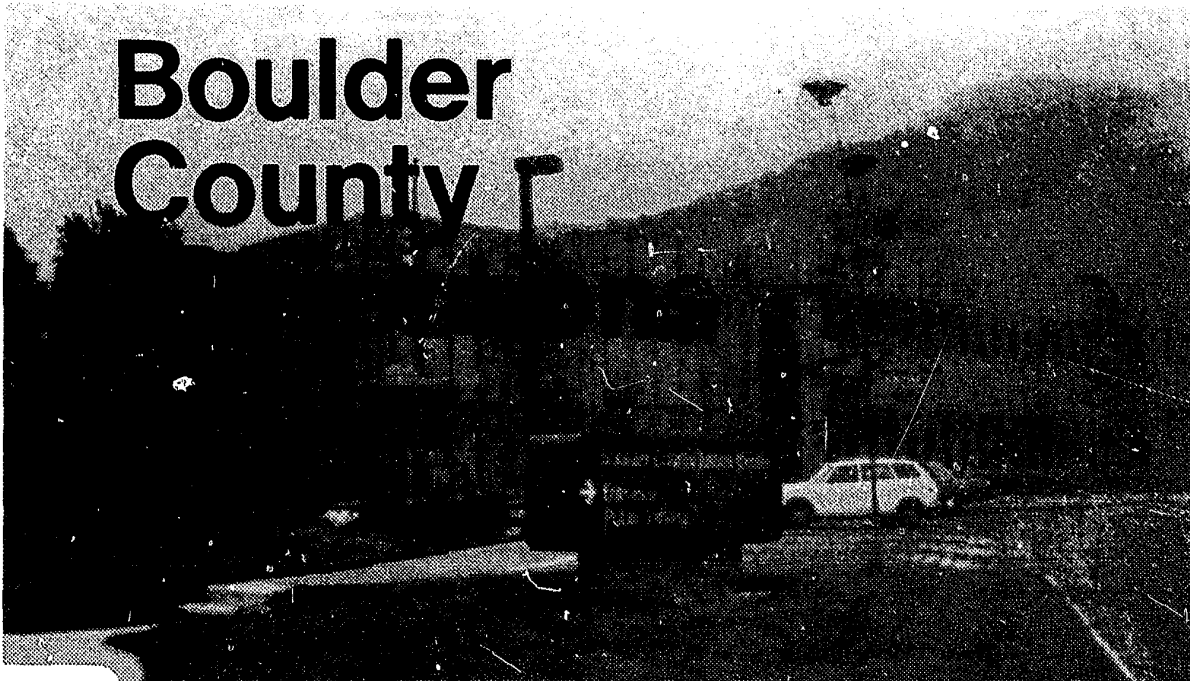


RECREATION

in the



63773

U.S. Department of Justice



Jail Resource Center
Information Profile

RECREATION

as provided by the
Boulder County Corrections Center

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Boulder County Sheriff's Department
Boulder County Corrections Center
1777 6th Street
Boulder, Colorado 80302
(303) 441-3671

NIC Jail Center
P. O. Box 9130
Boulder, CO 80301
(303) 443-7050

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ACKNOWLEDGMENTS

This profile is a result of the dedication and cooperation of the entire staff and residents of the Boulder County Corrections Center who have helped develop the recreation program and have made it successful.

Rita Gold
Coordinator
Boulder County Area Resource Center

FOREWORD

This report is one in a series of descriptive profiles that introduce the reader to the progressive programs in operation at the Boulder County Corrections Center in Boulder, Colorado. The Corrections Center is one of six jails that were funded by the National Institute of Corrections to provide service and assistance to local jailers.

It is our hope that these Area Resource Centers will serve to promote the exchange of knowledge and experience among jail practitioners and thereby assist other jail systems in realizing progressive change.

Allen F. Breed
Director
National Institute of Corrections

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OVERVIEW OF THE BOULDER COUNTY CORRECTIONS CENTER

The Boulder County Corrections Center, opened in February 1976, is designed to provide a safe and secure environment for the incarceration of individuals, while providing a humane atmosphere. The Center is part of a new \$8 million criminal justice center, which also houses the county probation offices, juvenile detention facility, county and district courts, district attorney's office, community corrections, and police and sheriff's departments.

The new building is the result of the community's extensive examination of its criminal justice system and its determination to make it more efficient, effective, and humane. The design reflects the input of concerned citizens and professionals working in criminal justice, whose determination to "humanize" the jail was further evidenced by the passage of a public works mill levy from 1970 to 1975 to support construction of the facility.

Located in downtown Boulder, Colorado, in the foothills of the Rocky Mountains, the Corrections Center is about 30 miles north of Denver. It serves all of Boulder County, an affluent area of approximately 188,000 population that encompasses 11 municipalities and 750 square miles.

The Center has capacity for 105 inmates; during 1978 it had an average daily population of 65.9 and booked 4,463 individuals. Almost 23 percent of the population is awaiting trial; women make up almost 10 percent of the population. No juveniles are held at the facility. Offenders are sentenced to the Center for up to two years.

Operated on a total budget of \$986,690 in 1978, the new Corrections Center exemplifies contemporary architectural design, providing a positive atmosphere for both staff and inmates. The design of the building, with all windows overlooking an inner courtyard, allows internal flexibility and movement while assuring security. Instead of cells, the facility has modular living units. Each module is divided into two sections. Each section contains 10 individual rooms and one dayroom.

Positive-Incentive Classification System

A unique color scheme is used for housing, security, and other purposes; different colors have clear meanings within the facility. This not only allows brightly colored ceilings and living areas, but voids the need to use many traditional, negative jail terms. There is one maximum-security unit, designated as Blue A; one intake unit, Blue B; one medium-security module, Green; two minimum-security modules, Gold and Red (one side of the Red module houses trustees); a 10 bed women's module; and a 12-bed work-release dormitory. The different modules afford

less stringent supervision as the resident progresses from one color to another. (A floor plan of the facility is given in Figure 1.)

All inmates are first placed in the "Blue" intake unit for no more than three days. During this time, their interactions with staff and other residents are closely observed and, if they appear to be cooperative and offer no threat, they are moved to the "Green" medium-security module. Residents who participate in activities and are generally cooperative are moved to the "Gold" minimum-security area. With each move to a different housing unit, residents gain more responsibilities and privileges. As they progress through the system, residents are allowed to participate in more activities, are given more visiting periods, have later lock-ups, and live in more comfortable areas. Residents who live in the "Red" trustee area participate in a form of self-government — the Just Community — and, using the principles of fairness and justice, make non-security decisions for their living area, such as clean-up details and work assignments.

This positive incentive classification system is effective because of the low staff/inmate ratio and the continual interaction it affords staff and residents. The system is consistent with the philosophy of the Center: That the loss of freedom is itself punishment and the infliction of further punishment on the incarcerated individual is not necessary. Those who cannot function in this system may be housed in "Blue" maximum with their rights protected by a disciplinary hearing and periodic reviews of their behavior to ascertain if they can be placed within the general population.

Participatory Management

The Boulder County Corrections Center operates under the participatory management concept. The Center is staffed by a director, 9 supervisors, 37 corrections specialists, and 15 support personnel. Females make up 30 to 40 percent of the staff and work in all areas of the Center except the maximum-security unit. The entire staff is directly involved in short-term, as well as long-term, decision making.

The staff is divided into three functional teams — operations, programs, and administration. Each team, along with its team leader, is directly involved in making the decisions which affect it such as work assignments, days off, and committee representation. The teams are linked through their immediate supervisors, who, with the director of the facility, comprise the management team. This team is responsible for the relay of information throughout the entire organization. Information is conveyed through written meeting minutes, memos, daily briefings, and monthly team meetings.

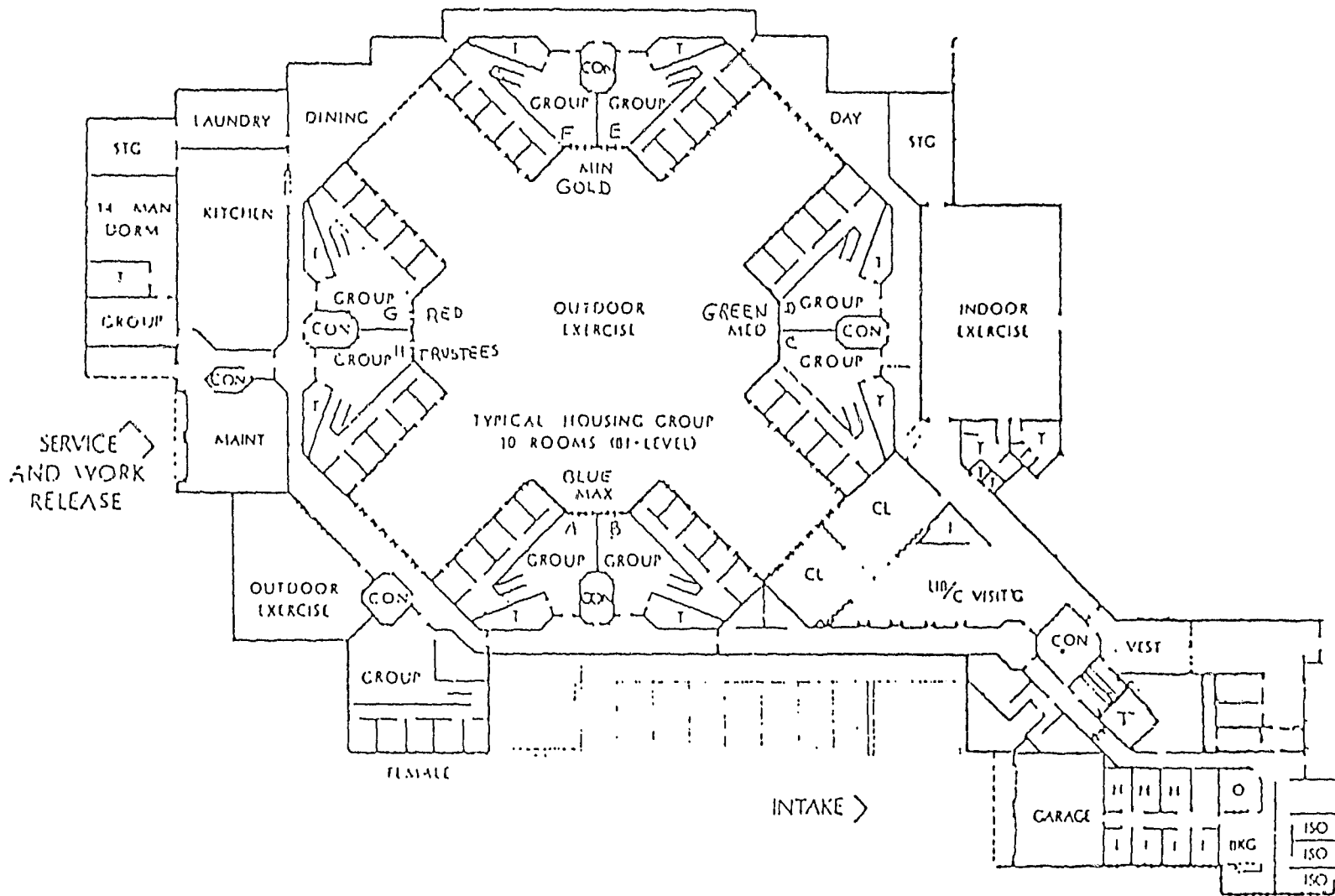


Figure 1. Floor Plan of Boulder County Corrections Center

Corrections specialists (line staff members) perform the dual role of maintaining security and managing residents. Staff work in living units and participate in activities with residents. By getting to know residents on a personal, informal level, corrections specialists are able to help them with daily living skills and prevent serious incidents from occurring.

Programs and Services

With its modern design, the Boulder County Corrections Center is able to offer many programs and services to the resident population. A gymnasium, lounge, outdoor courtyard, classroom, library, and cafeteria are available for inmate use. Center staff interface and participate in activities with residents on a regular basis, as do many volunteers from the community.

A resident/staff council, comprised of one representative from each side of each module and staff members, meet weekly to discuss and resolve problems, plan future activities, and allocate profits made by the inmate commissary. Profits are used to supplement gymnasium supplies, repair televisions, support a fund for indigent residents, and sponsor special events.

The Center makes available rehabilitation programs for those who will be there long enough to benefit from them; reintegration opportunities for those who desire to change their lifestyles upon release; and a leisure-time program for everyone who wishes to participate. Rehabilitation includes general group and individual counseling, and drug and alcohol counseling. Reintegration includes educational programs ranging from GED to adult basic education; library services; vocational and survival skills workshops; health education; street law classes; a trustee program where minimum-security residents can receive supervised job training while working in the facility; and a work-release program where sentenced inmates can work or attend school in the community, returning to the Center each evening. Leisure programs include physical activities such as volleyball and basketball, passive activities such as chess and checkers, arts and crafts, a poetry workshop, the publication of a jail newspaper, and movies.

The relaxed atmosphere in the jail, with minimal disruption or violence, is attributed to the design and philosophy of the facility, the positive-incentive classification system, and the number and variety of activities available.

BACKGROUND OF THE RECREATION PROGRAM

The philosophy of the Boulder County Corrections Center emphasizes the provision of services and programs to residents in order to meet constitutional requirements and maintain a positive, relaxed, secure atmosphere. The courts have spoken

on recreation in jails. Rhem v. Malcom, 371 F. Supp. 594 at 611 (S.D.N.Y. 1974), states that "enforced leisure without the opportunity for humane and healthy outlets could be judged by people of reasonable sensitivity as cruel and unusual punishment."

The rationale for providing recreational opportunities is based on the commonly accepted premise that physical exercise is necessary for the maintenance of good health. Further, the staff and administration believe that providing recreational opportunities is a sound management tool because it: 1) tends to eliminate "dead time" which frequently results in disruption, 2) puts the staff in control of activities, 3) satisfies basic human needs, 4) provides an opportunity for staff to observe and interact with residents, and 5) demonstrates to the residents that the staff is responsive to their needs.

Support for the recreation program has been shown by the sheriff's administration, local government, and citizens, staff, and residents. The program began in December 1975 with the hiring of a recreation director and has always benefited from the firm support of the administration. The recreation program was originally supported by an LEAA grant that provided the salary of the recreation director for two years. The county commissioners provided \$4,000 for the initial purchase of equipment, such as mats, balls, gloves, a weight machine, and foosball and ping-pong tables, and further demonstrated their support by continuing the salary of the recreation director since the termination of the grant.

Community support is actively demonstrated by the numerous volunteers who augment the program, such as recreation-therapy interns, art instructors, and drama, music, and poetry groups. The staff frequently is involved in recreational activities as security, supervisors, and/or participants, but also directs the program when the recreational director is not in the facility. The residents are generally receptive to new programs, as well as standard recreational activities.

Objectives

The comprehensive recreation program at the Boulder County Corrections Center is organized and directed by a trained recreation specialist. It is based on the premise that organized competition, which emphasizes the winning/losing aspects of recreation instead of the exercise/fun aspects, is inappropriate in a jail because it accentuates the possibility of conflict and results in unsatisfactory means of conflict resolution. Consequently, tournaments and intramural competition are eliminated from the recreation program. The program stresses passive, as well as dynamic, activities.

The objectives of the program are to:

1. Develop or improve the self-image, interpersonal skills, and community awareness of the inmate through a wide variety of recreational activities that can be continued upon release into the community.
2. Meet the leisure needs of the jail residents, while providing healthy, acceptable outlets for the expression of their energies and interests.
3. Enrich the environment of the institution by providing opportunities for "normal" living activities.
4. Provide staff input from the recreation perspective to assist in evaluation, diagnosis, and special treatment programming for residents.
5. Develop habits of cooperation and interpersonal communications skills.

Recreation and other programs were primary concerns during the planning of the building. Consequently, the facility includes a 38' X 61' gymnasium with a room for a large weight machine; an outdoor courtyard; a large well-lighted library with two all-purposes rooms that can be cordoned off with room dividers; a lounge with ping-pong and foosball tables; and a dayroom in each living unit containing a TV, tables, and chairs.

The gymnasium contains two baskets for basketball, a heavy bag and a speedbag, a volleyball net which attaches to wall-standards, a large weight machine, and a scale. Supplies include balls, gloves, racquetball racquets, and shuffleboard equipment. The gymnasium floor is marked for the various games, and the residents refinished a wall for racquetball and handball.

The outdoor courtyard in the center of the building (see Figure 1) has tables, a small garden area for vegetables, and a central cement area for basketball, volleyball, and other activities.

PROGRAM OPERATION

Physical Activities

The recreation program operates according to established policy and procedures, under the supervision of a recreation director who is an integral member of the Center's staff. His theory and techniques are followed by the corrections staff who

supervise recreation activities on weekend and when the recreation director is not in the facility. (The job description of the recreation director is given in Exhibit 1; an organizational chart of the Center, in Exhibit 2.)

General recreation occurs Monday through Friday according to a pre-set schedule for each living unit. (A master schedule is presented in Figure 2.) All recreational programs are supervised and co-educational. Women residents may participate in activities with men, according to their classification status.

The recreation director enters each living unit, announcing that it is time for recreation. Daily activities are selected by the group and the recreation director, allowing for varied interests and desires. Any resident who is interested then goes with the group to the recreation area chosen for that day's activity—either the gymnasium, the outdoor courtyard, or the lounge. Recreation is limited to one living module at a time (maximum of 20 people), except when attendance from a module is so low that another entire group can be included safely.

Activities include basketball, volleyball, frisbee, shuffleboard, weight-lifting, sparring with the speedbag and/or heavy bag, throwing a football or softball, jogging, ping-pong, or foosball. If most of the residents are involved in a basketball game, those interested in lifting weights or doing calisthenics may do so if their activity does not interfere with the main activity.

Pick-up games (spontaneous team-forming) and skill clinics stress enjoyment and accomplishment, rather than winning and losing. Skill clinics are included in the monthly schedule according to the demand and interest of residents. Clinics in weight-lifting, volleyball, basketball, handball, and racquetball stress practice and improvement of technique. Formation of upcoming clinics is announced by the recreation director, who accepts participants on a first-come, first-served basis. Either the recreation director or a corrections specialist supervises each clinic. Although games are extremely competitive during the given activity, the competition is not carried beyond each clinic period. Instead, emphasis is placed on self-achievement.

The recreation director frequently participates in the sports, but always maintains control of the activities and ensures minimal disruption. He is the recognized authority on game rules and infractions, scheduling, starting and ending activities. Excuses or complaints for non-compliance with rules and schedules are not accepted. Residents know that disruptive behavior will result in the abrupt end of recreation for that period and possibly future loss of individual recreational privileges.

Figure 2. Recreation Schedule (revised monthly)

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning	RECREATION Green, Gold, Red G, Min Wo- men 8:30-10 Blue B 10-11	RECREATION Green, Gold, Red G, Min Wo- men 8:30-10 Blue B 10-11	RECREATION Basketball Clin- ic 8:30-10:00 Blue B 10-11	RECREATION Green, Gold Red G, Min Wo- men 8:30-10 Blue B 10-11	RECREATION Green, Gold Red G, Min Wo- men 8:30-10 Blue B 10-11	RECREATION Women 10:10-11 Green 11-11:45 Blue A 9:15-10	RECREATION Green, Gold Trustee, Wo- men 10:15-11:15 Blue B when manpower appropriate
	HEALTH EDUCA- TION Women 12:30- 1:30 WEIGHT LIFTING 2:30-3:30 LIBRARY Gold, Women 3-4 Green 4-5	HEALTH EDUCA- TION Gold 12:30-1:30 Green 1:30-2:30 RECREATION Blue A, Iso- lation 1:30-2:15 RECREATION Green 3-4 EDUCATION 2-4	HEALTH EDUCA- TION Red 1:30-2:30 Trustee 2:30-3	RECREATION Blue A 1:30-2:15 OPEN DOOR* Red Community, Gold and Min Women 2:30-4 EDUCATION CLASS 2-4	OPEN DOOR* Red Community Gold and Min Women 2:30-4	OPEN DOOR* Red Community, Gold and Min Wo- men 1:30-3	
	LIBRARY TIME Trustee 9-10:30	OPEN DOOR Red Community, Gold, Minimum Women 7:30-9 HEALTH EDUCA- TION in library HEALTH EDUCA- TION Work Release 7:30 *OPEN DOOR: Module supervisor will notify Master Control which areas are open	LIBRARY TIME Gold, Women 7-8 Green 8-9 Trustee 9-10:30 WEIGHT LIFTING 7-8	WORK RELEASE MEETING 7-9 LIBRARY TIME Trustee 9- 10:30	RECREATION Trustee 7-8 WEIGHT LIFTING 8-9 LIBRARY TIME 9-10:30	RECREATION Trustee 7-8	RECREATION Trustee 7-8
Afternoon							
Evening							

Student interns from the education department of the local university periodically work one semester with the recreation director. The interns earn college credit and gain valuable experience while the Center benefits by gaining staff members. The interns help supervise daily recreation and eventually are responsible for handling activity periods.

"Open Door"

"Open Door," a recreation activity available only to those residents living in minimum-security modules, offers many activities at one time. Depending on staff available, personnel are stationed in the library, gymnasium, courtyard, lounge, and cafeteria.

During the 1½-hour "open door" sessions, the hall doors to the living units remain open and the residents freely move from one activity to another, being observed on surveillance cameras in the halls and supervised by corrections staff in all activity areas. Activities available during "open door" include the physical games, foosball, ping-pong, table games, and talking over a cup of coffee or punch.

Library

A half-time librarian (paid from the sheriff's department budget) provides standard reading and community information materials to all residents. She visits the maximum-security unit three times a week to deliver and collect materials. All other living units visit the library at least twice a week. The library contains a small law collection, standard reading materials, resource materials, and give-away paperbacks.

Residents use their library periods for browsing, selecting books and magazines, talking with other residents and staff, and for listening to records and tapes on headsets. They are allowed to take materials back to their living quarters and are responsible for returning them. Residents are accompanied to the library by a corrections specialist who remains with them until they return to their living unit.

Arts and Crafts

Arts and crafts is available to all but maximum-security and intake residents as interest dictates and scheduling allows. The activity is directed by the GED teacher who escorts her students to the classroom from the living units and maintains order and discipline. (If a problem should occur, back-up assistance is readily available from the corrections staff, but this has never been necessary.)

Normally six to eight residents participate in arts and crafts sessions, on projects of leather, macrame, beading, painting, drawing, or needlepoint. Residents work individually at tables and carrels, requesting assistance from the teacher when needed.

Raw materials are purchased with profits from the resident commissary, which are repaid when possible through sale of the handmade items by the teacher at local church bazaars. Coffee, supplied by profits from the commissary, is available to participants.

Poetry

Poets from the community voluntarily conduct a weekly poetry group which focuses on creative reading, writing, and appreciating. Interested residents from medium- and minimum-security living units are accompanied to the library for this activity, which is supervised by the librarian and the volunteers. The visiting poets plan the activities, which vary from poetry readings to a combined music/poetry presentation by guests and residents.

Residents are given an opportunity to read their own work and talk to the visiting poets formally in the large group, and informally in small groups over coffee and punch. Writing assignments are suggested, and residents undertake them during the week for presentation at the next meeting.

Two poetry books have been assembled, printed, and distributed over the past two years as a result of this ongoing activity. Sale of these books in local bookstores has covered the cost of printing and distribution to all contributors and residents.

Special Events

Special events, including drama, film, and musical productions by local and university groups, are scheduled as often as possible. These group activities, announced by corrections specialists and advertised in the jail newspaper and on handmade posters in the jail, are available to all residents except those living in intake and maximum-security. (Films are shown in those units.)

The events are coordinated and scheduled by the recreation director, who is the contact person for all volunteer activities; he must also ensure that library or gymnasium space and staff are available for adequate coverage and supervision. Shortly before each activity, a corrections specialist escorts all those attending from their living units in one group. Residents occupy seats according to their own preferences. Coffee and punch, supplied by profits from the inmate commissary, are available to residents and visitors.

Recreation in the Modules

Passive recreation occurs continually in each dayroom. Television and radio are favorite pastimes. Additionally, card and table games and puzzles are available from storage cabinets in each unit. Corrections specialists frequently participate in table games while monitoring resident activities.

PROGRAM ASSESSMENT AND ACCOMPLISHMENTS

The staff and residents appreciate the recreation program and feel that it is advantageous for individuals and the institution as a whole. Almost every resident is involved in some form of organized recreation, substituting positive activities for "dead-time." The recreation director reports the following attendance for activities in 1978:

<u>Activity</u>	<u>Participants per Session</u>	<u>Session per Week</u>	<u>Program Duration</u>
Poetry	12	1	all year
Art	5	1	7 months
Movie	32	—	one time
Handicrafts	6	5	all year
Weight-Lifting Clinic	3	3	all year
Basketball Clinic	7	1	all year
Volleyball Clinic	14	1	7 months
Handball Clinic	4	3	2 months
Musical Programs	20	—	3 times
Drama Workshops	20	—	2 times

Although no formal evaluation has been conducted, the recreation director and staff feel that the goals of the program are being met.

1. "To develop or improve the self-image, interpersonal skills, and community awareness of the inmate through a wide variety of recreation activities that can be continued upon release into the community."

Activities which emphasize skill development, fun, and interaction contribute to an improvement in self-image and interpersonal skills. Individual attention is given to those residents who are not functioning adequately

due to a variety of causes associated with incarceration. The recreation director helps the anxious, withdrawn individual by offering encouragement and a safe, acceptable activity. He engages the physically deteriorating drug- or alcohol-withdrawing residents in low-level activities that require little thought or skill, such as walking or slow jogging, in order to retard physical degeneration and show them that they are capable of participating in an activity.

The interaction which normally occurs in group activities is controlled by the recreation director to emphasize and encourage the development of positive interpersonal skills. Disagreements are put into perspective and settled non-violently. Residents have a regular opportunity to interact and practice conflict-resolution in a controlled environment.

Community awareness results from the interaction of volunteers and residents and from discussions which explore the availability of similar recreational opportunities in the community.

2. "To meet the leisure needs of the jail population, while providing healthy, acceptable outlets for the expression of their energies and interests." The attendance statistics attest to the achievement of this goal. All efforts are made to accommodate new ideas and suggestions expressed by the resident/staff council. The "open door" program and many of the skill clinics resulted from requests from the council.
3. "To enrich the environment of the institution by providing opportunities for 'normal' living activities."

The variety of activities offered and the relaxed atmosphere of the jail demonstrate that this goal is being met.

4. "To provide staff input from the recreational perspective to assist in evaluation, diagnosis, and special treatment programming for residents."

The recreation director is a regular contributor to information on all classification and treatment decisions. To maximize the influence of the recreation program on the overall jail operation, the recreation director provides input to, and receives feedback and information from, his supervisor and the corrections staff by attending daily briefings and weekly meetings of the entire program team.

Because most events in the Corrections Center have some effect on future events, it is mandatory that the recreation director not be isolated in the gymnasium, but participate fully as a staff member on issues which relate to inmates, recreation, and programs' staff. He must have current information on behavior, incidents, and frictions, as well as new positive developments to provide appropriate and secure recreation.

5. "To develop habits of cooperation and interpersonal communication skills."

Lack of violence in the Center and during recreational activities, as well as reports from visitors of the low tension and high cooperation levels, shows that this goal is being met. Although it appears to be impossible to statistically correlate the recreation program with the lack of violence in the Center, the staff and residents feel that recreation is a major contributing factor. The lack of violence in the Center is a clear indicator of a positive atmosphere, which is a chief objective of the staff and administration.

During 1978, there were only three reported cases of assault and three reported cases of arson in the Center in a total of 24,080 resident days. (Because staff continually interface with residents, it is unlikely that any serious violence would go unnoticed.) None of the assaults resulted in permanent damage. There were no assaults on officers during this period. No violent incidents or crimes occurred during recreational activities; only four incidents have occurred during recreation--three involving violation of rules and one involving theft.

Credibility has been given to the concept of recreation as a management tool which:

- Tends to eliminate "dead time"

- Puts staff in control of activities

- Satisfies basic human needs

- Provides an opportunity for the staff to observe and interact with residents.

The program appears to provide a vehicle for attaining these management objectives, according to staff and administration perceptions.

PROGRAM PLANNING AND IMPLEMENTATION

Planning for the recreation program began in 1971 when the local Criminal Justice Advisory Committee began to design the building. The Committee consists of professionals working in the criminal justice system and interested citizens from the League of Women Voters and the Boulder Council of Churches.

The details of the program were developed by the recreation director who was hired one month before the scheduled opening of the new facility. With a background in therapeutic recreation and institutional corrections, the recreation director formulated the general philosophy and designed the original programs, goals, policy and procedure, and schedules.

Selection of a qualified recreation director was one of the Center's objectives. The ideal recreation director was seen as a planner, organizer, director, athlete, security officer, disciplinarian, role model, and counselor. He must endorse the general philosophy of the jail and understand how recreation relates to that philosophy. To satisfy these multiple requirements, the recreation director must be included in ongoing training and involvement with other staff.

Constraining forces that were most evident at the beginning of the program were mainly eliminated with time and success of the program. Some of the jail staff resisted an outsider as director of the program and the non-competitive nature of the activities. Many staff who anticipated intramural activities could not readily understand the reasons for avoiding them because their expectations were rooted in recreation programs in non-secure settings. After a gradual education process by the recreation director and experience with the relaxed, non-violent program, staff gave its full support.

Security and scheduling were prime considerations in the development of the program. Security during recreational activities is primarily provided by the recreation director; when maximum-security residents are in the courtyard, security is enhanced by an armed corrections specialist stationed on the roof, if necessary. Schedules for all Center activities are coordinated monthly by the programs director (the supervisor of the recreation director) and approved by the administration.

CONSIDERATIONS IN STARTING A RECREATION PROGRAM

The recreation program in the Boulder County Corrections Center, although based on the unique characteristics of the facility, staff, philosophy, and resident population, can be adapted for implementation in most systems.

Recreation is currently occurring in all of the nation's jails, with or without institutional sanctions. An organized, constructive, controlled recreation program can exist in every jail to benefit both inmates and staff. The program should be as comprehensive as possible, recognizing the existing limitations. In planning the program, it is important to consider potential consequences and to build safeguards, specifications, guidelines, and procedures into the program design.

This final section outlines some key steps that may prove helpful to those jail systems that are interested in developing a recreation program. These steps are presented as a guide or course of action to follow in planning, designing, and implementing a recreation program. Various factors such as staff expertise at the local facility, availability of monetary and community resources, and other considerations will determine the practicality of this approach for local jurisdictions. In many jurisdictions other factors may cause this approach to be abbreviated; in other cases, additional measures may have to be taken.

The first question to be answered is, "Why do we need a recreation program?" Comprehensive, convincing answers are necessary to justify the development and implementation of the program. Funding agencies, community, and staff must understand the necessity of providing recreation. Court decisions, state standards, and national standards can be cited as evidence. Idle time that increases the frequency and severity of incidents within facilities can be used as another reason for recreation. Good jail management which includes a supervised recreation program promotes constructive activity, as opposed to violent destructive acts. This initial step is perhaps the most important in that it helps "build your case" regarding the need for inmate exercise and recreation. A thorough examination must be made of the potential benefits of the program and the potential consequences of failing to provide recreation.

Establishment of a task force or committee to design, plan, and begin to implement the recreation program is the next step. The task force should be composed of people with experience in security, jail management, and recreation. Involving community members will be helpful in providing expertise in recreation as well as in gaining support. A member of the county recreation department, a faculty member from a physical education department of a nearby college, or a high school gym teacher or coach may be helpful in this capacity.

The task force should organize itself by first planning its course of action. The first step will be to define a recreational philosophy and to develop goals and objectives. Consideration should be given to coordinating these elements with the overall philosophy and goals of the facility. The task force might consider the philosophy and objectives stated in this paper and adapt them for its own facility.

Some of the questions to be asked at this step include the following:

1. "What should this program accomplish?"
2. "What are the underlying assumptions necessary to make it work?"
3. "Will it be limited to physical exercise or will it also include passive activities?"
4. "Will it endorse competition in the form of intramurals and tournaments or will it be non-competitive?"
5. "Will it include both indoor and outdoor activities?"

The answers to these questions will guide the task force in designing the program.

The task force must next consider all available space for the program. Gymnasiums, multi-purpose rooms, store rooms, catwalks, dayrooms, parking lots, and expansion spaces must all be considered. The task force should be as creative as possible in identifying space that could be utilized for recreation. Offices can be moved; fixtures can be welded onto bars or attached to walls; fences can be erected; portable equipment can be moved in and out of catwalks or dayrooms.

Security is a foremost concern for all programs. If inmate movement will be increased, security measures may need to be augmented. Perimeter security must be totally dependable. Cameras, different locks, bars, or double doors may need to be installed. The staff must have confidence in the security if they are to support the recreation program.

The task force must examine options in equipment. The equipment must be geared to fit the space, inmates, philosophy, and program objectives. Standard gymnasium equipment might include baskets, volleyball net, weight machine, speed bag, heavy bag, and mats. The floor of a large room or gym should be marked for the various games. A smooth wall may be used for handball, racquetball, or squash. Some of this equipment may be used in or adapted for a dayroom or a catwalk.

Speed and heavy bags may be hung in a catwalk and removed after each period. Similarly, a chinning bar may be installed in a limited area. Shuffleboard, makeshift bowling, jump-rope, juggling, portable exercise machines, and deck tennis are also feasible in small areas.

Next, the task force must consider personnel requirements. Supervision of inmates, activities, and equipment is crucial if the program is to meet its objectives. Unsupervised recreation

is already occurring in all jails. To make the program advantageous to the inmates and management, the program must be controlled by the staff.

The size and budget of the facility will dictate the number and qualifications of the staff. Ideally, the person in charge of recreation will have a broad knowledge of recreation, considering active as well as passive programs. New staff may be hired, responsibilities shifted from within, and/or community volunteers may be utilized. In hiring, consideration should be given to the ability of the recreation director to: 1) relate to inmates and staff, 2) be firm, fair, and directive, 3) understand or be willing to learn about security concerns, 4) be creative, and 5) have extensive knowledge of recreation.

After the task force has examined the requirements for space, security, equipment, staffing, and supervision, it must find a way to finance the program. Funds may be available from the sheriff's budget, the county budget, a charitable organization, or a local or federal grant agency. Funding agencies must be convinced of the need for the program and that the objectives are realistic and attainable.

The final job of the task force is to select a recreation director. When the director assumes his position, he can work out the specific details of the program. He should incorporate passive activities into the overall program. These might include arts and crafts, music, writing, table games, television, or cassette tape recorders. The director should write a recreation policy and all procedures necessary to guide routine recreation. Policies and procedures must be approved by authorities and made available to all staff. It is important to allow input from all staff in the development of the procedures. Scheduling should be the next step. The program should begin on a limited scale, starting with the least risk, in the most secure area, with the most cooperative inmates. As the program begins to gain acceptance by inmates and staff, and the director gains confidence and experience, the program may be expanded and security measures reevaluated.

Evaluation and documentation should be built into the program to ascertain if it is meeting its objectives and to justify future budget requests. Evaluation data should include attendance records, and frequency of activities, and a comparison of incidents prior to and after implementation of the program. This built-in evaluation will alert the director to both successful and unsuccessful elements of the program.

Exhibit 1.

RECREATION THERAPIST JOB DESCRIPTION

Education: Requires knowledge, skill and mental development equivalent to completion of four years of college, supplemented by a Master's degree in recreational therapy or a related field.

Experience: Three years professional experience in activity therapy, including at least one year in a supervisory capacity.

Thorough knowledge of the basic theories and practices in the use of activities for treatment or training of individuals.

Extensive knowledge of the methods, techniques, and purposes of activity therapy.

Extensive knowledge of community services and resources.

Extensive knowledge of departmental regulations, policies, and procedures.

Extensive knowledge of the principles and methods of staff training.

Extensive knowledge of individual and group behavior, and effective ways of working with emotionally acting-out individuals.

Working knowledge of college and university procedures and policies relating to field work or internship programs.

Extensive knowledge of rules and regulations of sporting events.

Other: The recreation director attends all training available to corrections specialists, except firearms training. Training includes self-defense, legal issues, and counseling skills.

C.S.I = Corrections
Specialist I

Exhibit 2

Boulder County Corrections Center
Organizational Chart

DIRECTOR OF CORRECTIONS

ADMINISTRATIVE SUPERVISOR

Secretary I
Secretary II
Service Specialist
Evaluator
Food Service Supervisor
Cook
Cook
Trainer (½ time)
NIC Area Resource Center
Project Coordinator
NIC Secretary II

OPERATIONS TEAM LEADER

Ass't team leader	Ass't team leader
C.S.I	C.S.I
C.S.I	C.S.I
C.S.I	C.S.I
C.S.I	C.S.I
Ass't team leader	Ass't team leader
C.S.I	C.S.I
C.S.I	C.S.I
C.S.I	C.S.I
C.S.I	C.S.I
Ass't team leader	Ass't team leader
C.S.I	C.S.I
C.S.I	C.S.I
C.S.I	C.S.I

PROGRAMS TEAM LEADER

Ass't team leader
C.S.I
C.S.I
C.S.I
C.S.I
C.S.I
C.S.I
Work Release
Director
Paralegal
Specialist
Recreation
Director
Educator (½ time)
Librarian (½ time)
Psychologist (½ time)
Health Educator
(½ time)
Nursing Coordinator
Nurse
Nurse

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