

Quick Reference Guide



This project was supported, in whole or in part, by cooperative agreement number 2018-CK-WX-K017 awarded to the National Police Foundation by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s), the contributor(s), or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

The internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s), the contributor(s), nor the COPS Office can vouch for their current validity.

This resource was developed under a federal award and may be subject to copyright. The U.S. Department of Justice reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use this resource for Federal Government purposes. This resource may be freely distributed and used for non-commercial and educational purposes only.

Recommended citation:

Amendola, Karen L., Carrie Hill, Maria Valdovinos Olson, and Ben Gorban. 2023. *Quick Reference Guide*. Compendium: Community Policing and Procedural Justice in Jails Part 2. Washington, DC: Office of Community Oriented Policing Services.

All informational graphics have a CC BY-SA Creative Commons license.

Published 2023

Compendium Contents

<u>Part 1</u>	Adapting Community-Oriented Policing Strategies and Procedural Justice for Jail Communities
<u>Part 2</u>	Quick Reference Guide
<u>Part 3</u>	Research Brief
<u>Part 4</u>	Promising Practices, Examples of Promising Practices from the Field
<u>Part 5.1</u>	<i>Case Study.</i> Pathways ARC (Achieving Recovery by Choice) Franklin County (Ohio) Sheriff's Office
<u>Part 5.2</u>	<i>Case Study.</i> The Inmate Growth Naturally and Intentionally Through Education (I.G.N.I.T.E.) Program Genesee County (Michigan) Sheriff's Office
<u>Part 5.3a</u>	<i>Case Study.</i> Gender Responsive Programming Los Angeles County (California) Sheriff's Department
<u>Part 5.3b</u>	<i>Case Study.</i> Town Sheriff Model Los Angeles County (California) Sheriff's Department
<u>Part 5.4</u>	<i>Case Study.</i> Familiar Faces Action and Community Transition (F ² ACT) Program Louisville (Kentucky) Metro Department of Corrections
<u>Part 5.5</u>	<i>Case Study.</i> Behavioral Care Center (BCC) Davidson County (Tennessee) Sheriff's Office
<u>Part 5.6</u>	<i>Case Study.</i> The Farm Program Plymouth County (Massachusetts) Sheriff's Office
<u>Part 5.7</u>	<i>Case Study.</i> Sheriff's Anti-Trafficking Initiative (SATI) Suffolk County (New York) Sheriff's Office
<u>Part 6</u>	Jails and Community-Based Strategies Survey Community Oriented Policing Strategies Employed in Jail Communities
<u>Part 7</u>	Pandemic Behind Bars—Lessons Learned in Handling COVID-19 in Jails Strategy Brief
<u>Part 8</u>	Appendix A. Agencies that Participated in the Survey
<u>Part 9</u>	Appendix B. Focus Group Overview and Script

Part 2 Contents

1. Jail Stays in the United States, 2021	PART 2 4
2. What is Community Policing?	PART 2 5
3. What is Procedural Justice?	PART 2 6
4. How are Community Policing and Procedural Justice Applied in Jails?	PART 2 8
5. Innovative Jail Programming	PART 2 10
6. A Community Policing Intervention to Reduce Grievances	PART 2 11
References	PART 2 13
About the National Sheriffs' Association	PART 2 15
About the National Policing Institute (formerly known as the National Police Foundation)	PART 2 16
About the COPS Office	PART 2 17

Why are community policing and procedural justice important and how do jails engage in community policing strategies and practices?

1. Jail Stays in the United States, 2021

January 2021						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
27	28	29	30	31	1	2
3	4 X	5 X	6 X	7 X	8 X	9 X
10 X	11 X	12 X	13 X	14 X	15 X	16 X
17 X	18 X	19 X	20 X	21 X	22 X	23 X
24 X	25 X	26 X	27 X	28 X	29 X	30
31	1	2	3	4	5	6

26 days

Average length
of a jail stay in
the United States
in 2021

Source: Minton and Zeng 2021.

2. What is Community Policing?

Community policing is a “policing philosophy that promotes strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”

— COPS Office 2014

Kurtze (2000) observed that jails are the missing piece of the Community Policing paradigm. Nevertheless, jail personnel are engaging their internal communities and strengthening relationships with justice-involved individuals



Photo: Kallis



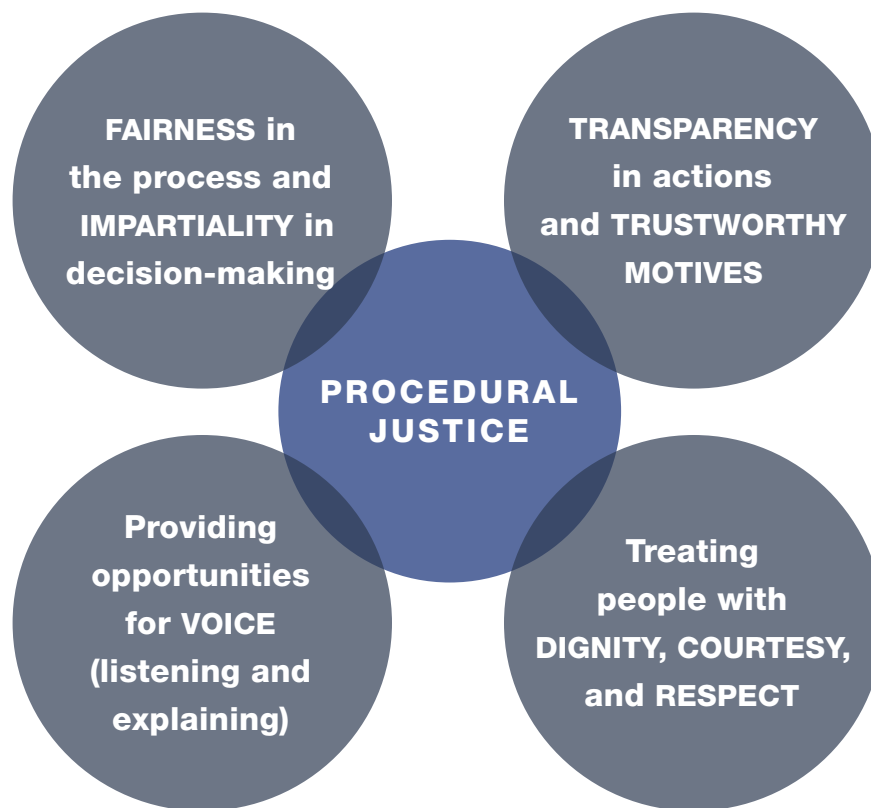
Mark Welsh, Staff Photographer
Photo courtesy of DuPage County Sheriff's Office

DuPage County Sheriff Jim Mendrick offers support and well wishes to jail inmates enrolled in JUST, a program offered by a nonprofit group that provides job training, addiction treatment, and religious services.

3. What is Procedural Justice?

Procedural justice refers to the idea of fairness in the processes that support dispute resolution and allocation of resources. It is a concept that, when embraced, ***promotes positive organizational change*** and ***bolsters better relationships***.

— COPS Office 2020



Key Components of Procedural Justice

Core Principles of Community-Oriented Policing and Procedural Justice

COMMUNITY ORIENTED POLICING

- COP 1.** Establishing partnerships in the community
- COP 2.** Engaging internal and external partners
- COP 3.** Collaborating to solve problems
- COP 4.** Creating organizational transformation

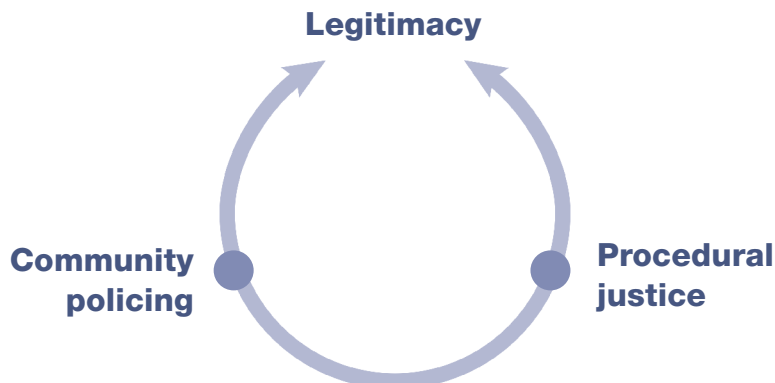
PROCEDURAL JUSTICE

- PJ 1:** Explaining actions (transparency)
- PJ 2:** Providing opportunity for voice (listening)
- PJ 3:** Treating people with dignity and respect
- PJ 4:** Treating people in a fair and unbiased manner

Key Principles

of procedural justice are very compatible with the philosophy of community policing.

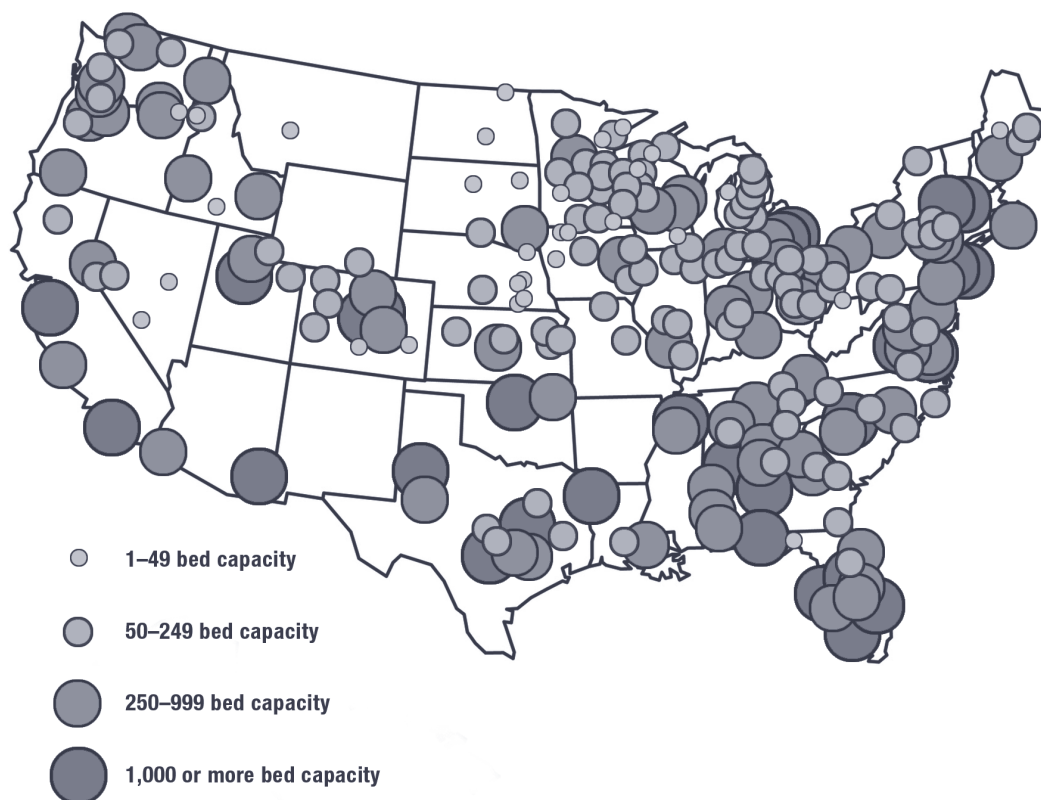
Community Policing and Procedural Justice can Improve Perceptions of Legitimacy in Communities



4. How are Community Policing and Procedural Justice Applied in Jails?

The following data are from a 2019 national survey conducted by the National Police Foundation (now National Policing Institute) with the cooperation and support of the National Sheriffs' Association.

Surveys received geographically by jail capacity



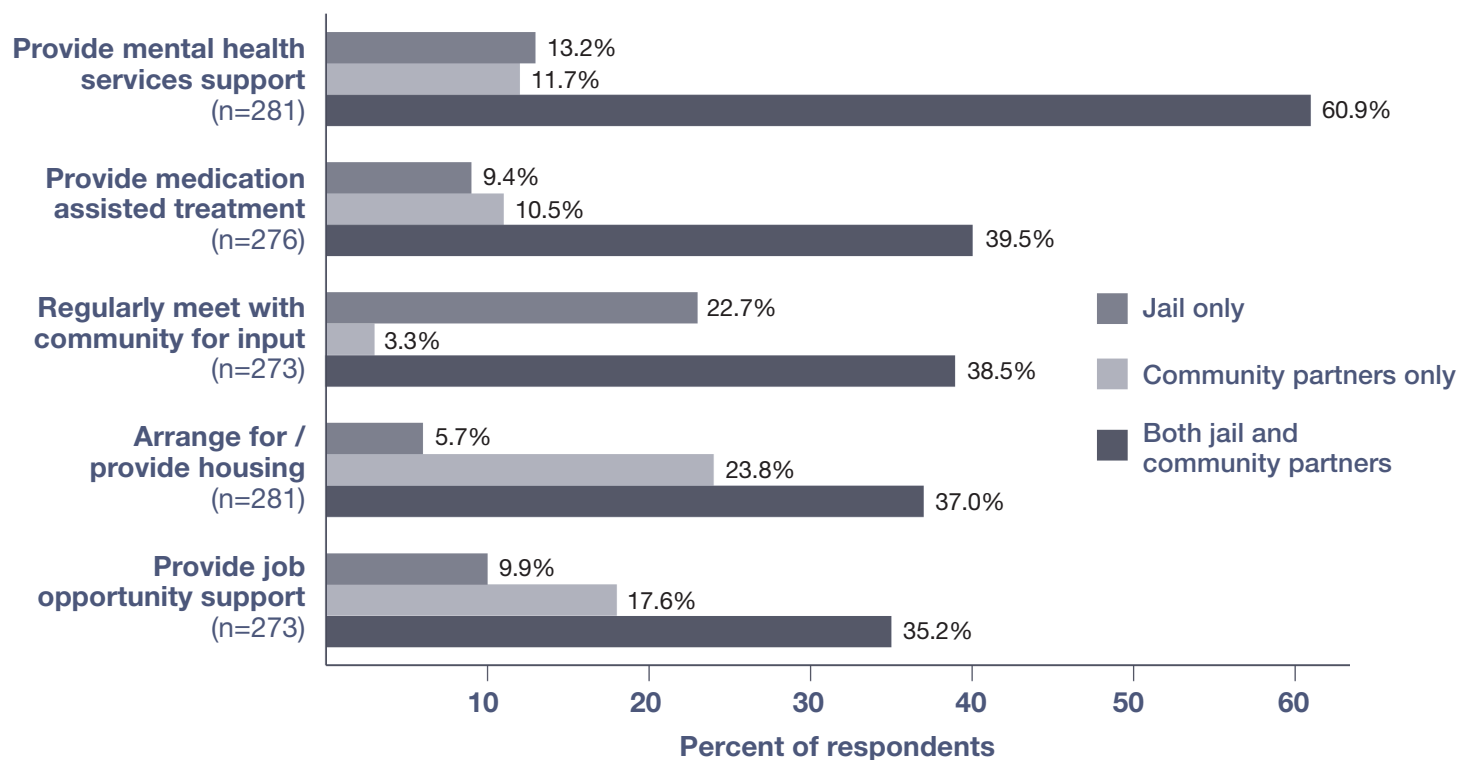
Source: Data from National Survey of Sheriffs (as part of this compendium)

Example results from the survey

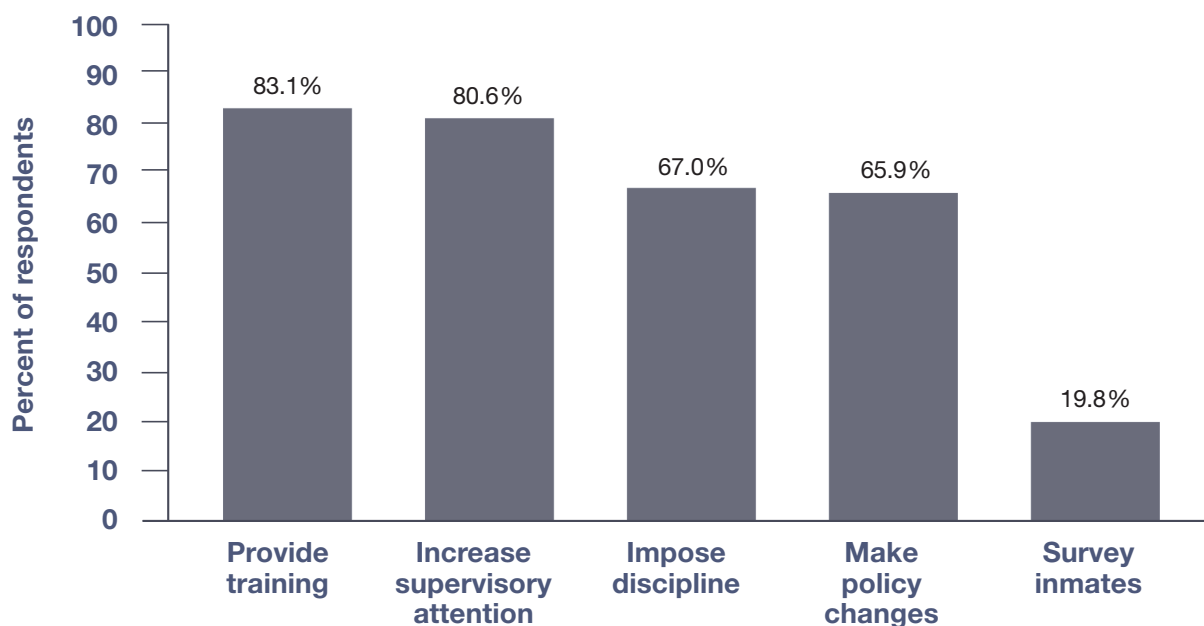
See survey monograph as part of this compendium:

<https://cops.usdoj.gov/RIC/ric.php?page=detail&id=COPS=W0982>.

Things jails and their community partners do that are consistent with community oriented policing*



Ways in which agencies have ensured personnel treat inmates with dignity and respect* (n=273)



*From the 2019 Survey Monograph

5. Innovative Jail Programming

Yoga has been associated with several physical and mental health improvements among the incarcerated (see e.g., Auty, Cope, and Liebling 2017; Derlic 2020) as well as reductions in inmates' self-reported aggression (Ambhore and Joshi 2009; Kerekes, Fielding, and Apelqvist 2017).



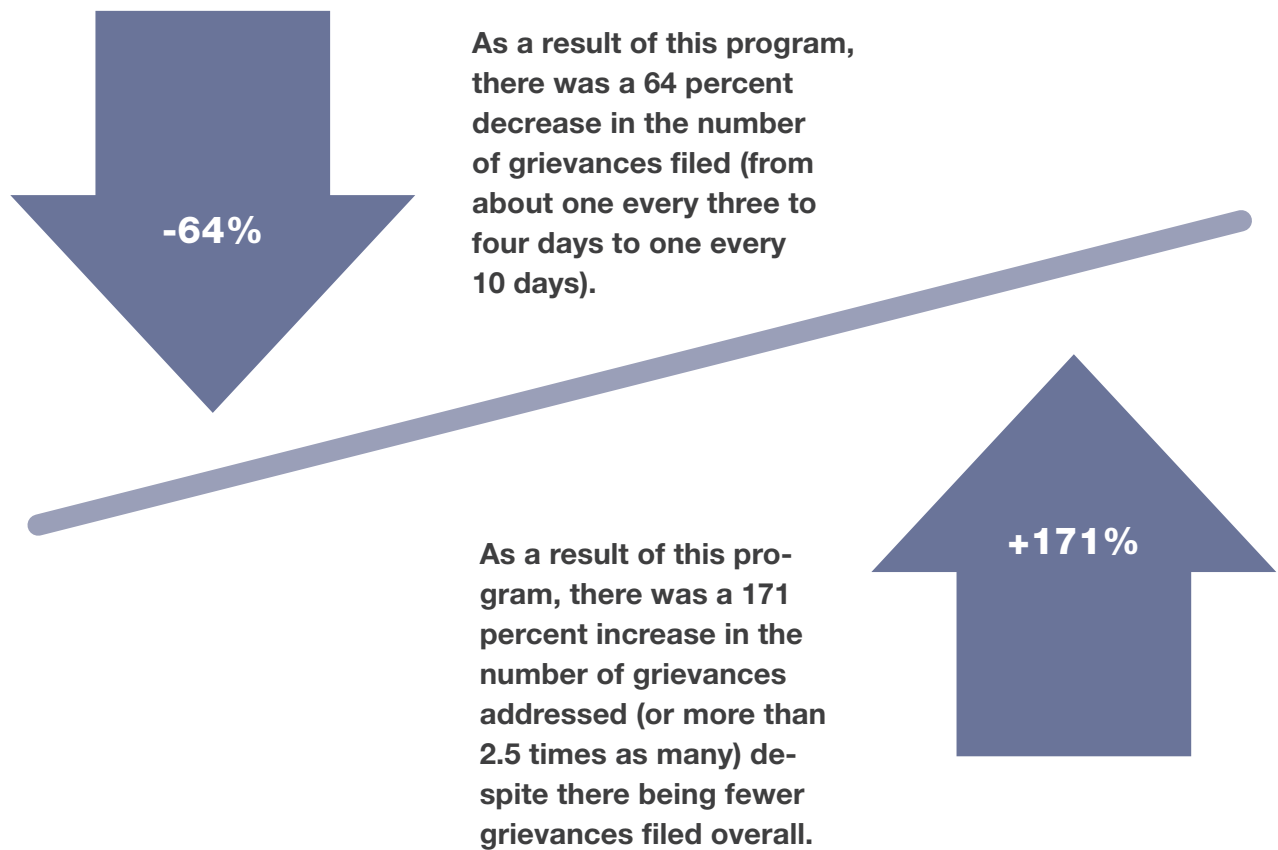
Photo courtesy of Franklin County (Ohio) Sheriff's Office

Instructor Julie Wilkes provides yoga class at the Franklin County (Ohio) jail.

6. A Community Policing Intervention to Reduce Grievances

In 2017, the Los Angeles County Men's Jail implemented the Town Sheriff Model, a community policing informed strategy for jail management that sought to enhance problem solving in the jail through partnerships and that assigned a deputy to interact with incarcerated individuals and address their concerns before they became formal grievances. The Town Sheriff Model resulted in a significant decrease in the number of inmate grievances filed and increase in the number grievances addressed (see Amendola, Valdovinos Olson, and Thorkildsen 2019).





References

- Ambhore, Satish, and Parag Joshi. 2009. "Effect of Yogic Practices Performed on Deviants Aggression, Anxiety and Impulsiveness in Prison: A Study." *Journal of Psychosocial Research* 4(2): 137–149. <http://dx.doi.org/10.13140/RG.2.2.27313.02404>.
- Amendola, Karen L., Maria Valdovinos Olson, and Zoë Thorkildsen. 2019. *Promoting Health, Safety and Wellness in Los Angeles County Jails: An Outcome Evaluation of a Community-Oriented Policing Model—The Town Sheriff Approach*. Unpublished report. Washington, DC: National Police Foundation.
- Auty, Katherine M., Aiden Cope, and Alison Liebling. 2017. "A Systematic Review and Meta-Analysis of Yoga and Mindfulness Meditation in Prison: Effects on Psychological Well-being and Behavioural Functioning." *International Journal of Offender Therapy and Comparative Criminology* 61(6): 689–710. <https://doi.org/10.1177/0306624X15602514>.
- COPS Office (Office of Community Oriented Policing Services). 2014. *Community Policing Defined*. Washington, DC: Office of Community Oriented Policing Services. <https://cops.usdoj.gov/RIC/ric.php?page=detail&id=COPS-P157>.
- COPS Office. 2020. "Procedural Justice." Accessed July 7, 2020. <https://cops.usdoj.gov/proceduraljustice>.
- Derlic, Dragana. 2020. "A Systematic Review of Literature: Alternative Offender Rehabilitation—Prison Yoga, Mindfulness, and Meditation." *Journal of Correctional Health Care* 26(4): 361–375. <https://doi.org/10.1177/1078345820953837>.
- Kerekes, Nóra, Cecilia Fielding, and Susanne Apelqvist. 2017. "Yoga in Correctional Settings: A Randomized Controlled Study." *Frontiers in Psychiatry* 8: 204. <https://doi.org/10.3389/fpsy.2017.00204>.
- Kurtze, David. 2000. "Local Jails: The Missing Piece of the Community Policing Paradigm." *Large Jail Network Bulletin* 2000: 16–19. <https://ntrl.ntis.gov/NTRL/dashboard/searchResults/titleDetail/PB2000105808.xhtml>.
- Minton, Todd D., and Zhen Zeng. 2021. "Jail Inmates in 2020—Statistical Tables." Washington, DC: Bureau of Justice Statistics. NCJ 303308. <https://bjs.ojp.gov/content/pub/pdf/ji20st.pdf>.

About the National Sheriffs' Association

The **National Sheriffs' Association (NSA)** is a professional association, chartered in 1940, dedicated to serving the Office of Sheriff and its affiliates through police education, police training, and general law enforcement information resources. The NSA represents thousands of sheriffs, deputies, and other law enforcement agents, public safety professionals, and concerned citizens nationwide.

Through the years, the NSA has provided programs for sheriffs, their deputies, chiefs of police, and others in the field of criminal justice to perform their jobs in the best possible manner and to better serve the people of their cities, counties, or jurisdictions.

The NSA's headquarters is located in Alexandria, Virginia, and offers police training, police information, court security training, jail information, and other law enforcement services to sheriffs, deputies, and others throughout the nation. The NSA has worked to forge cooperative relationships with local, state, and federal criminal justice professionals across the nation to network and share information about homeland security programs and projects.

The NSA serves as the center of a vast network of law enforcement information, filling requests for information daily and enabling criminal justice professionals—including police officers, sheriffs, and deputies—to locate the information and programs they need. The NSA recognizes the need to seek information from the membership, particularly the sheriff and the state sheriffs' associations, to meet the needs and concerns of individual NSA members. While working on the national level, the NSA has continued to seek grass-roots guidance, ever striving to work with and for its members, its clients, and the community.

The NSA has through the years assisted sheriffs' offices, sheriffs' departments, and state sheriffs' associations in locating and preparing applications for state and federal homeland security grant funding. The NSA record and reputation for integrity and dependability in such public safety programs among government agencies is well recognized and has led to continuing opportunities to apply for grants on the national, state, and local levels as well as management of service contracts.

To learn more, visit the NSA online at www.sheriffs.org.

About the National Policing Institute (formerly known as the National Police Foundation)

The **National Policing Institute** is a national, nonpartisan, nonprofit organization dedicated to pursuing excellence through science and innovation in policing. As the country's oldest police research organization, the National Policing Institute has learned that police practices should be based on scientific evidence about what works best, the paradigm of evidence-based policing.

Established in 1970, the National Policing Institute has conducted seminal research in police behavior, policy, and procedure and works to transfer to local agencies the best new information about practices for dealing effectively with a range of important police operational and administrative concerns. Motivating all the National Policing Institute's efforts is the goal of efficient, humane policing that operates within the framework of democratic principles and the highest ideals of the nation.

To learn more, visit the National Policing Institute at www.policinginstitute.org.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has been appropriated more than \$20 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- More than 800,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations and the COPS Training Portal.
- Almost 500 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.
- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, <https://cops.usdoj.gov>.

Jails are communities in and of themselves, whose members are the individuals incarcerated and the correctional staff employed there; they are also part of the broader communities in which they are located, where the correctional staff live and to which the incarcerated population will eventually return. Community-oriented policing is as important in jails as it is in towns, cities, and counties; this compendium of community policing and procedural justice practices and programs, developed by the National Policing Institute and the National Sheriffs' Association, features research and promising practices as well as eight successful programs operated by seven sheriffs' departments that will be illuminating for other agencies nationwide.



COPS
Community Oriented Policing Services
U.S. Department of Justice

U.S. Department of Justice
Office of Community Oriented
Policing Services
145 N Street NE
Washington, DC 20530

To obtain details on COPS
Office programs, call the
COPS Office Response
Center at 800-421-6770.

Visit the COPS Office online
at cops.usdoj.gov.



National Policing Institute
PURSUING EXCELLENCE THROUGH SCIENCE AND INNOVATION

National Policing Institute
2550 South Clark Street, Suite 1130
Arlington, VA 22202

For details about National Policing
Institute programs, call 202-833-1460.
Visit the National Policing Institute
online at policinginstitute.org.



National Sheriffs' Association
1450 Duke Street
Alexandria, VA 22314

For details about NSA programs,
call 800-424-7827.
Visit the National Sheriffs'
Association online at sheriffs.org.