

Appendix B.

Focus Group Overview and Script

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Introduction

The **Office of Community Oriented Policing Services (COPS Office)** of the U.S. Department of Justice has defined community policing as “a policing philosophy that promotes strategies, which 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) Community policing is a comprehensive philosophy of policing for public safety and improved quality of life for community residents. Central to the philosophy of community policing is the need to establish mutually respectful relationships with the community in which officers explain their actions, listen well to the community’s concerns, and, during interactions, display a sense of dignity and fairness (all of which have been referred to as principles of “procedural justice”).

Despite the adaptation of community policing across the criminal justice system, there is a lack of widespread guidance or information available about the potential benefits of adopting a philosophy of community policing in jails as well as of resources for supporting the implementation of strategies and programs consistent with that philosophy.

Kurtze (2000) noted:

According to a recent article in a law enforcement publication, the corrections end of the criminal justice spectrum is becoming increasingly involved in the community policing model. The article goes on to discuss how probation, parole, and the courts are forming partnerships and collaborating to make communities safer. However, there is no mention of the involvement that local jails have in the community policing effort, despite the fact that jails have a great deal to offer in the community policing arena. Far too often, local jails are left out of the picture, when they should be identified as the missing piece of the community-policing paradigm.” (p. 16)

Jails are in fact communities made up of the personnel and supporting organizations working in the jails, as well as inmates who live there continuously. However, it is hard to understand why jail settings have not been considered communities for the purposes of implementing community policing. One of the key benefits of community policing is its ability to increase positive perceptions of law enforcement officers and organizations, thereby increasing compliance and obedience to the law and law enforcement personnel (often referred to as “legitimacy”). To the extent that correctional officers require obedience and compliance of inmates, the adoption of approaches and strategies consistent with community policing is more likely to result in a safer, healthier, and higher-quality workplace for correctional officers, in which inmates comply and obey officers. In addition, such approaches can promote rehabilitation and sustained obedience to authority upon re-entry into the community, and safer communities.

Even though the COPS Office has supported unique jail-related community policing projects such as monitoring offenders on conditional release and

prisoner re-entry, adaptation of community policing philosophy, principles, or practices *into* jails does not appear to be prevalent, and there are few (if any) tools available to support jail administrators' adoption of community policing (Taxman and Gordon 2009), especially as it relates to more positive experiences for officers (and inmates), preventing jail violence, and increasing compliance, all of which could amount to a safer and healthier jail community, reduce officer turnover, and promote a better quality of work life.

The National Police Foundation (NPF) has received funding from the COPS Office to partner with the National Sheriffs' Association (NSA) to develop a compendium consisting of promising practices and guidelines and other resources to help sheriffs, directors, and jail administrators build capacity to implement strategies and approaches consistent with a

community policing model. The goal of this effort is to promote strategies that strengthen internal and external partnerships; build better relationships in the community; promote safer jail communities; and enhance sheriffs' offices and jail administrators' capacity to prevent, solve, and control crime in their jail communities.

Collectively and in collaboration, the NSA and the NPF aim to expand the dialogue that jails are a mirror of our communities and in fact are communities themselves. It is our belief and experience that many jails are implementing some approaches and strategies that are consistent with community policing, have demonstrated success in implementing such approaches, and would be willing to share these experiences with other jail leaders in order to promote effectiveness and safety.

Objective

To learn more about effective approaches to promoting jails as communities in which some measure of rehabilitation and reduction in recidivism is possible, while creating a safer community for personnel and inmates.

Goals

- **Examine** how the philosophy and strategies of community policing may be or have already been implemented in jail settings that emphasize community engagement; fair and just processes with correctional staff and inmates; improved communication; and inmate compliance in jails to improve justice, safety, and other outcomes relevant to those living or working in jails in the United States.
- **Share** knowledge about existing or potential innovative community policing-consistent strategies, practices, or initiatives that could be effective in jail settings to be included in a compendium to provide to other jails to assist in adopting evidence-based practices.
- **Support** the exchange of ideas among sheriffs, directors, and jail administrators who operate jails and provide strategies on how to incorporate the principles of community policing or implement promising or evidence-based community policing innovations in their jails.

Community-Oriented Policing In Jails: Focus Group Questions

“**Community-oriented policing** is a 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) Broadly, community policing is a comprehensive philosophy of policing for addressing public safety and improved quality of life for community residents.

1. What programs or innovative strategies do you have in place or could be implemented in your jails that are consistent with community policing (engaging in partnerships with internal and external organizations, gaining trust with inmates, improving cooperation and compliance, improving perceptions of safety, enhancing mutual respect and treatment, etc.), even if they are not called community policing? What are the benefits of these programs and strategies?
2. What obstacles or resistance might you anticipate when considering implementing a program or strategy consistent with community-oriented policing in your jail?

3. What training would be helpful to assist with implementing some of the programs or strategies associated with community-oriented policing into the jail environment?
4. How might a community-oriented policing paradigm influence inmate classification?
5. What types of problem-solving strategies and/or internal and external partnerships does your agency use to promote jail safety and/or quality of life?
6. Are you aware of other jails that have initiated any programs or adopted or embraced a Community Policing Philosophy or strategies consistent with CP?

References

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- 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>.

About the Authors

Karen L. Amendola, PhD, is Chief Behavioral Scientist at the National Policing Institute, where she has worked for more than 25 years in a diverse array of law enforcement agencies at the local, state, and federal levels. Just a few examples include the following: police departments in Arlington, Texas; Charlotte, North Carolina; Chicago; Detroit; Newark, New Jersey; Seattle; and Washington, D.C.; Los Angeles County Sheriff's Department; Hillsborough County, Florida Sheriff's Office; states including Kansas and Oregon; and federal agencies including the U.S. State Department and the Drug Enforcement Administration. As an industrial/organizational psychologist, her research includes work on officer safety, eyewitness identification, dog encounters, shift schedules, and community policing training and evaluation. She is currently President of the Division of Experimental Criminology of the American Society of Criminology. With her colleagues, she won the prestigious Outstanding Experimental Field Trial for her work on shift length and has authored numerous articles, including serving as Associate Editor for *Psychology of Law* for the *Encyclopedia of Criminology & Criminal Justice* (Bruinsma & Weisburd, 2014).

Carrie Hill is an attorney and national criminal justice consultant. She has dedicated her 29-year career to providing professional development seminars in correctional law, along with criminal justice consulting, to educate and empower those working in the correctional industry. Ms. Hill's passion for and expertise in corrections law is known nationally. She brings the law to life and makes it applicable regardless of rank—from report writing techniques and legal-based policy development to risk assessment and offensive approaches in the event of prisoner litigation. Ms. Hill's contributions to corrections go beyond professional development to consulting for and defense of correctional facilities, management, and staff. She has also served as General Counsel to the Utah Department of Corrections, the Editor of *Corrections Managers' Report*, the Senior Administrative Manager to Sheriff Richard Stanek in Hennepin County, Minnesota, and as the Director of the NSA's National Center for Jail Operations. Currently, she is the Executive Director of the Massachusetts Sheriffs' Association.

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 National Sheriffs' Association 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, in order 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 citizens of the nation.

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 of 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.



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