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COMMUNITY ORIENTED POLICING SERVICES
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Jail Information Model



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Jail Information Model



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Abstract

The Jail Information Model is a new process designed to cultivate jail-based information about internal and external safety and security issues, and to disseminate it to the appropriate offices or agencies in order to solve or prevent crimes and improve public safety.

This Jail Information Model encourages and promotes a paradigm shift from traditional corrections activities to proactive public safety capabilities. This shift helps to solve current crimes, prevent future crimes or reduce their impact, save lives and property in the jail and the community, and improve community quality of life.

In jails where this model or similar models have been institutionalized, officers' lives have been saved, drug distribution networks have been seized, and potential crimes have been stopped. In the three pilot sites used in this project, more than one dozen homicides have been solved, rapists brought to justice, theft rings disbanded, and serial robbers arrested based on information that was collected, disseminated, and acted on using the Jail Information Model.



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I. Introduction

“I only ask for information.”

David Copperfield (Charles Dickens)

Assessment of the Existing Problem

In the post-9/11 era, information collection and sharing has become of vital importance to this nation. Peter Brookes, former Deputy Assistant Secretary of Defense, stated that “Information is our first line of defense, and it must be shared both vertically within organizations and horizontally across organizations involved in homeland security.”[§]

The 9/11 Commission also agreed that the need for information collection and sharing is of critical importance and that “the purpose of improving information analysis and sharing is to provide better information throughout the federal government and ultimately to state and local governments, the private sector, and our citizens so that collectively we are better prepared.”^{§§} Whether information is obtained by federal agencies at the national level, gathered by local law enforcement organizations, or collected by citizens just trying to protect their neighborhoods, information involving public safety is of critical importance.

One environment rich in public safety information that has been largely ignored is this nation’s county and local jails. These facilities, ranging from a few beds in small and rural counties to tens of thousands in our major metropolitan areas, house individuals who are involved to some degree in a wide range of past, present, and potential future criminal activities. These inmates are the key to a tremendous repository of criminal and terrorist information.

County jails are central to local public safety operations and criminal justice involvement. They house the inmates involved in a wide variety of offenses, are used by many (if not all) of the local jurisdictions, including sheriffs’ offices, municipal police departments, state police, and in many cases even federal agencies. The jails are accessed by the courts on a regular basis, and often the district attorney’s investigators or state prosecutor’s office representatives can be found working on active cases within the confines of these correctional institutions.

§ The Heritage Foundation, Heritage Lecture 764, October 11, 2002.

§§ 9/11 Commission Report: *Reorganization, Transformation and Information Sharing*, GAO, August 3, 2004.



Information developed in local and county jail systems can have an impact on past, current, and future cases. It has the potential to give some families closure and prevent others from experiencing the loss of a loved one. Information developed in holding cells, workout areas, recreation yards, and in dorms can save lives both inside the facility (inmates and corrections officers) and outside by preventing crimes or stopping a planned terrorist attack.

The potential upside to the formal collection and appropriate dissemination of jail information is often greater than can be measured (such as the saving of lives), while the cost of implementing a formalized system is almost nonexistent. Each and every day, local corrections officers overhear important information that could change or save lives. By adopting and using a formal jail information collection and dissemination system, corrections officers are no longer just casual participants in the local criminal justice system; they now become key players in community safety and security.



§ *New Realities: Law Enforcement in the Post-9/11 Era, Intelligence-Led Policing: The New Intelligence Architecture.* Bureau of Justice Assistance, 2005.

II. Overview

A. Project Development

In December 2004, the National Sheriffs' Association hosted a series of roundtable meetings with representatives of small, medium, and large jails to collect primary information about the current status of their information collection and dissemination activities or programs.

Researchers discovered that while sheriffs are charged nationally with overseeing jail operations (more than 80 percent of the nation's jails are operated by sheriffs), and jail directors are responsible for the safety and security of those facilities, only a small percentage of local jails have a formal information collection and distribution system. According to *New Realities: Law Enforcement in the Post 9/11 Era*, "Information sharing must become a policy, not an informal practice"[§] and more often than not, jail officials stated that they either used informal systems to gather information or that they had no system at all in place.

Even in some larger jurisdictions where formal systems existed, referral forms were rarely used by line-level corrections officers, so only a few designated individuals were assigned to collect information or follow up on jail-based leads. At these facilities, only a limited amount of important information was being collected because a majority of the information gatherers had no formal authority and were not being used. In other facilities where formal information was being collected, it was only through passive collection where the inmate through some type of anonymous reporting procedure voluntarily provided information. Although this type of collection can yield valuable results, by its very nature a significant portion of important information may never be collected or acted upon. Often, active information collection was not being conducted because there was no formal system, proper awareness among corrections officers, little or no training programs, and no officer or employee recognition programs.

Although a few major facilities, such as the Los Angeles County Jail, use their own information-collection process, the majority of the jails had no formal system to consistently gather, validate, and refer vital information throughout the local public safety system. This lack of a formal process is especially significant in light of the



fact that when jail representatives were queried about the need for such a system, they continually pointed to the influx of organized activities within jails that affect the safety and security of the facility and the community. Respondents cited issues such as gangs, drugs, and terrorist activities when asked about challenges to their jail operations and to community safety.

Based on the information developed by the National Sheriffs' Association through its roundtable sessions with jail administrators, and personal interviews conducted with sheriffs throughout the country, researchers determined that jail administrators must have proactive and formalized jail information-gathering systems that result not only in obtaining information but in using and disseminating it properly. Armed with this information gathered through a formal data-collection system, personnel will be better equipped to make decisions about internal jail operations and improve communication with external entities to assist with community safety.

Issues ranging from in-house gangs to external threats such as organized crime and terrorism can be more appropriately addressed using a formal, structured, information-gathering process. When in place, a Jail Information Model will offer a win/win situation for the jail, corrections officers, local law enforcement agencies, and the community. Jail directors and National Sheriffs' Association officials agreed that the benefits of this new process include the following:

- Improved jail security and officer safety
- Improved communications with staff and between jail and local law enforcement agencies
- Improved involvement of corrections officers in public safety efforts
- Improved community safety.

Project Mission

Based on the information gathered during the initial stages of the Jail Information Collection and Dissemination project and using grant funding provided by the COPS Office, the National Sheriffs' Association established the following as its project mission statement:

“To develop a national model to collect jail-based information and disseminate it to appropriate law enforcement agencies in order to solve and/or prevent crimes and improve public safety.”



Project Goals

To support the project mission statement, the National Sheriffs' Association established the following project goals:

- Collect information in the jail regarding:
 - Internal jail safety and security issues
 - Criminal activity within the jail
 - Criminal activity outside of the jail
- Route the information to the appropriate office or agency for action.

Project Objectives

To attain the stated project goals and fulfill the project's mission, the National Sheriffs' Association established two project objectives:

1. Develop, within 1 year, an innovative jail-based information gathering and sharing model process that can be replicated by law enforcement agencies nationwide.
2. Encourage a paradigm shift from traditional guard to proactive peacekeeper to prevent crimes, save lives, and improve community quality of life.

B. Basic Project Parameters

During the development of the Jail Information Model process, certain project parameters became apparent. If most local jails were going to be able to implement this innovative initiative, the model had to be user-friendly and require little or no additional training of personnel or costs. Further, because of limited budgets, the model had to be designed to require no additional staffing and no major capital expenditures. Jail officials needed to be able to focus on basic information collection instead of concerning themselves with investigative technique and information analysis. Administrators desired a model that they could tailor to their own specific jail demographics, the existing local public safety culture, and their unique community concerns. The following paragraphs detail some of these basic project elements.



Process vs. Program

From the initial meetings regarding the development of a Jail Information Model, program administrators agreed on the need to design a generic, replicable process that could be tailored successfully to the jail and its community, instead of to a static and inflexible program that may or may not be implemented in a county jail or municipal facility.

Developers believed that this important distinction between a process and a program would have a direct impact on the use of this model at the pilot site locations and, in turn, would result in a highly successful initiative. Whereas many jail administrators may not want to implement some prepackaged federal program, most were open to examining a process that could be tailored specifically to their own unique demographics and organizational culture, and implemented under guidelines that they felt best suited their needs. Because program administrators offered a *process* instead of a *program*, the pilot agencies were much more open to learning about and ultimately implementing this innovative public safety initiative.

Staffing

No additional staffing is required to implement the Jail Information Model successfully. Although additional staff is certainly an option and no facility is prohibited from hiring additional personnel to staff positions such as a jail information officer, no additional positions are required to implement this model. Corrections officers and staff collected and documented information as part of their regularly assigned duties, and selected supervisors validated and disseminated the information to external and internal resources.

Equipment

No additional capital equipment purchases are required to implement the Jail Information Model successfully. All forms, background materials, and training aids are included in the Jail Information Model Work Kit, so jail administrators only need to make copies. In some cases, the forms are specifically tailored to the agency, but there is no need for the acquisition of any capital equipment or of major expenditures to support the initiative.



Information Flow

While it could be argued that information is the central and most essential element of this initiative, most practitioners advise that it is actually the *flow* of the information that is the most crucial aspect of the program. This action-oriented process of continual flow of information throughout the local public safety system drives the entire model. The flow is initiated when inmates provide information to the corrections officers or jail staff. From there it flows by a formal documentation to the designated jail information officer, who codes and validates the information and disseminates it to the appropriate internal or external agency. The final step in the process is completed when the receiving agency provides feedback to the jail and ultimately to the officer or staff member who initiated the information flow.

If the flow of information is stopped at any point while in transit to the agencies or investigative units, the core information may become lost, devalued, or totally worthless, thereby negating the positive effects of the entire program. If the information flow is stopped between the agencies or units that use the information and those who have originally provided it, the feedback mechanism is diminished. When this happens, the jail staff may not feel that their efforts were valuable or worthwhile, and may not continue to actively seek out information that can be beneficial to the community's overall public safety. Implementing agencies, therefore, must maintain an active feedback mechanism and provide some type of employee incentive program that reinforces the importance of active line-level participation in the process.

Paradigm Shift

Often relegated to entry level positions with lower pay and less prestige than their street officer counterparts, the corrections officers rarely played a major role in solving or preventing offenses. Their contribution to the criminal justice system seemed to be limited to the daily drudgery of inmate care and custody. Public or even peer recognition in the public safety community is rare, primarily because most corrections officers are rarely seen or heard outside of the jails in which they serve.



One of the goals of the Jail Information Model is to elevate the status of the corrections officers by highlighting the important role they can now play in solving and preventing offenses. Armed with information developed and validated through the Jail Information Model process, corrections officers now become *prevention* officers and, in the process, can assist with both solving current offenses and preventing future ones.

When corrections officers actively contribute to the reduction of crime in a community, their status level among their peers inevitably will be raised and their contributions noted, as increasing numbers of the public safety community acknowledge and recognize their important contributions.

Information vs. Intelligence

The Jail Information Model process focuses on gathering and corroborating primary information within the jail. This process does not address investigation or analysis of the information by the receiving agency or any intelligence that may develop on further investigation. While one of the primary goals of the Jail Information Model is to prevent crime, it does not focus on suspected criminal activities of individuals (pre-arrest information), but rather on the overall offense that may be committed. For example, information gathered may reveal that a gang shooting will take place later that night at a popular local club and, without knowing all of the specific details or players involved, local police can assign more officers to the area to prevent the offense from occurring.

Corrections officers who typically are not trained investigative personnel are the primary users of the model. The focus, therefore, is on gathering information and not on analyzing intelligence. The corrections officer's duty, therefore, is to collect data and not analyze or disseminate it. While supervisors or staff may review the data, their primary mission is to validate the data using their knowledge and background within the jail, and not analyze the information. The jail information officer should consider if the information comes from a credible source that has provided accurate information in the past, or if it came to light as part of an ongoing investigation that has already yielded positive results.



The information should stand on its own, and the role of the jail information officer should be to send it to agencies that may have an interest in or be affected by the information. The receiving agency may then analyze, interpret, or disseminate the data as it deems appropriate or as required by federal statute.

If an agency is receiving federal grant funds from the Department of Justice (DOJ) and intends to use those funds in connection with implementing the Jail Information Model, the agency may contact its DOJ funding agency to determine whether 28 C.F.R. Part 23, Criminal Intelligence Systems Operating Policies (Omnibus Crime Control and Safe Streets Act of 1968, as amended) applies to the specific grant project. For additional information about 28 C.F.R. Part 23 and how it applies to DOJ grants, visit the Institute for Intergovernmental Research's website at www.iir.com.

Training

The training associated with the Jail Information Model had to be as minimal as possible because of minimum staffing requirements in many jail facilities, the high cost of training, and the already overburdened professional development requirements that many jails face. To maximize the information presented to corrections officers and staff, the Jail Information Work Kit includes several training tools that could be used with little or no formal instruction.

C. Obstacles to Implementation

Throughout the research phase and the pilot site implementation, several factors were identified that could present possible obstacles to implementation at the jails. The following are some of the potential obstructions:

- Labor union agreements and contracts. Although key officials such as the sheriff or jail director may want to implement an information collection and sharing system, in many areas of the country this must be coordinated with labor unions representing jail employees. Even if the task of reporting information relating to jail safety and security is a current component of the employees' job descriptions, the completing of forms and other tasks may require consultation or additional agreements with the labor union.



- Employee resistance. Change within any system can create a feeling of uneasiness; therefore, implementing the program may require focused instruction on the benefits of the initiative to employees, public safety officials, and the community.
- Employee sabotage. In rare cases, employee sabotage may occur if certain individuals are opposed to the implementation of a jail information system.
- Organizational inflexibility. If the organization is inflexible in adapting to change or resistant to modification of its policies and procedures to support a jail information system, implementation may be impeded or permanently obstructed.
- Management's lack of familiarity with requirements and organizational obligations. Even though support for the initiative may come directly from the chief executive officer, if the management staff members do not embrace and support the jail information program, successful implementation is unlikely.
- Legal limitations and liabilities. In some cases, legal limitations, liabilities, or both, may limit or completely halt implementation of the jail information system.



§ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2006-07 Edition*, Correctional Officers, on the internet at www.bls.gov/oco/ocos156.htm (visited March 23, 2006).

III. The Jail Information Model

“Information is the oxygen of the modern age. It seeps through walls topped by barbed wire, it wafts across electrified borders.”

Ronald Reagan (London, June 14, 1989)

The cornerstone of this project is the Jail Information Model. This continuous cycle of information gathering, coding, dissemination, evaluation, use, and feedback ensures that timely information flows throughout the system and reaches all participating parties.

A. Information-Gathering Process

The initiating step in the Jail Information Model is the *information gathering* phase during which corrections officers and jail staff collect a wide variety of jail-based information. For the purposes of this project, jail-based information is defined as *information regarding internal jail safety and security issues; criminal activity within the jail; and criminal activity outside of the jail.*

The duty of collecting and documenting information is not dramatically different from the daily duties of most corrections officers in this country. As a matter of fact, the U.S. Department of Labor’s Bureau of Labor Statistics’ *Occupational Outlook Handbook* describes some of a corrections officer’s basic duties as follows: “Correctional officers periodically inspect the facilities, checking cells and other areas of the institution for unsanitary conditions, contraband, fire hazards, and any evidence of infractions of rules. In addition, they routinely inspect locks, window bars, grilles, doors, and gates for signs of tampering. Finally, officers inspect mail and visitors for prohibited items. Correctional officers report orally and in writing on inmate conduct and on the quality and quantity of work done by inmates. Officers also report security breaches, disturbances, violations of rules, and any unusual occurrences. They usually keep a daily log or record of their activities.”[§]

Even though the “what information to collect” as defined above may seem broad, the “how to collect” for that information is just as sweeping. This is a process and not a program; therefore, within the Jail Information Model there is no one “correct” or standardized methodology suggested for collecting information. Information collection will vary from agency to agency and within a single jail system structure.



Corrections officers and staff should use whatever methods are appropriate and accepted within the agency. In some organizations, policy allows corrections officers to proactively interview inmates. Other jails, however, may take a more passive approach and direct officers simply to be more aware of their surroundings and to pay attention to and document what is being said in housing areas or in dorms at night. A third option is to collect information by asking inmates to complete a form or questionnaire, while still other corrections officers may actively engage inmates in conversation.

There are almost as many ways to gather information in a jail as there are types of information to gather. Although “how to collect information” may appear on its surface as just being in the right place at the right time, interviews with jail professionals have revealed a more complicated methodology.

Individuals who excel at information collection are those who have honed their personal data-gathering skills to fit the conditions of their own unique environment. They have learned through trial and error that there are times and locations where inmates will more readily provide the information that authorities deem important. Visiting, dining, and recreation areas; monitored telephone conversations; and the review of inmate mail have been traditional data-collection points. Information-gathering experts have also identified transportation and booking areas as likely places where inmates reveal important information or want to be heard.

One key element of the Jail Information Model is that it allows for institutional and organizational flexibility. Not every facility has to collect information the same way. Some jail administrators may prefer an active collection system while others may believe in a more passive system. Whichever method of information collection is used, the key element for success is a formal system of collection, documentation, review, dissemination, and feedback.

Data Sources

In most corrections facilities there are a wide variety of primary data sources that may include the following:

- Inmates’ visitors - friends, family (excludes information covered by attorney/client privilege)
- Inmates’ conversations
- Inmates’ mail or other materials.



Jail information collection officers and trained staff should be cognizant of the various primary data sources, and should remain alert at all times for opportunities to collect or cultivate these data. Some physical locations within the facility that may lend themselves to the collection of data include the booking area, housing units, visiting areas, and the cafeteria.

Information Gatherers

The core component of the Jail Information Model is the dedication and willingness of jail employees and staff to participate actively in the process. Concerned staff members who embrace this initiative are crucial to the success of this information gathering and disseminating process.

To achieve the best results, the Jail Information Model should be as inclusive as possible. Information gatherers may include the following personnel:

- Corrections officers
- Staff (employee or contract)
- Custodians
- Health care workers
- Private contractors.

Formal information gatherers are individuals who have been designated as jail information collection officers and who have received the required training and instruction on the Jail Information Model, as well as training in communications and interviewing skills. *Informal* information gatherers may include all other employees or individuals who want to participate in the program but have not been designated as such or received additional training.

Whether formal or informal information gatherers are involved, the primary consideration is the collection, documentation, and reporting of the information to the designated jail information officer or team. Once jail information collection officers or staff members receive raw information that affects any of the three predefined areas (internal jail safety and security issues; criminal activity within the jail; and criminal activity outside of the jail), they should complete the appropriate documentation and refer the information to the jail information officer. In matters of safety and security, all employees and staff are encouraged to report information immediately.



These professionals have also learned through experience that certain offenders will be more willing to “chat” with corrections officers after being incarcerated for various lengths of time. Although numerous variables must be considered and more research has to be developed in this area, corrections officers who excel at information gathering in the jails firmly believe that key information can be developed if officers are aware of their inmates’ patterns of behavior.

Additionally, jail information collection officers may be more productive if they can understand the inmates’ personal *motivations* for sharing information. Research indicates that individuals share information with public safety officials for a variety of reasons. Some of the motivations for sharing information may include the following:

- Gain – Financial and other incentive-based gain
- Personal – Revenge-driven
- Patriot – Loyalty-driven
- Excitement – Thrill-driven
- Moral – Ethics-driven.


If corrections officers can identify the motivations for inmates’ providing specific information, it may also assist them with the validation and verification of the information. For example, an inmate who may be incarcerated for a felony offense might come forward to provide information on a potential terrorist event, indicating that although he may be a criminal he is also an American who does not want to see his fellow citizens harmed by foreign terrorists. Taken as a whole, the information about the pending terrorist event and the inmate’s background and motivations may help officials with validation and assist in preventing an attack on United States soil.

Documentation

The final component of this first step in the Jail Information Model is the proper documentation of the information received. This element of the information-gathering process is critical. Inadequate or improper documentation can lead to miscommunication, which could be extremely detrimental to those affected and to the entire Jail Information Model process.



Designated information collection officers and staff members should use the appropriate documentation and referral form to report information to the jail information officer. A sample referral form is shown below.

		JAIL INFORMATION MODEL	
		SECURITY THREAT GROUP UNIT	
Division: Corrections	Date:	Effective Date: Mod:	
JAIL INFORMATION REFERRAL FORM		ROUTING #:	
<input checked="" type="checkbox"/> INTERNAL SECURITY	<input type="checkbox"/> INTERNAL CRIMINAL	<input type="checkbox"/> EXTERNAL CRIMINAL	
<input type="checkbox"/> Inmate Safety Issue	<input type="checkbox"/> Assaults	Jurisdiction:	
<input type="checkbox"/> Staff Safety Issue	<input type="checkbox"/> Narcotics	<input type="checkbox"/> Burglary	
<input type="checkbox"/> Contraband	<input type="checkbox"/> Sexual Assault	<input type="checkbox"/> Auto Theft	
<input type="checkbox"/> Weapons	<input type="checkbox"/> Witness Intimidation	<input type="checkbox"/> Narcotics	
<input type="checkbox"/> Escape Information	<input type="checkbox"/>	<input type="checkbox"/> Gang Related	
<input type="checkbox"/> Riot	<input type="checkbox"/>	<input type="checkbox"/> Robbery	
<input type="checkbox"/> Gang Activity	<input type="checkbox"/>	<input type="checkbox"/> Homeland Security/Terrorism	
<input type="checkbox"/> Security Concern	<input type="checkbox"/>	<input type="checkbox"/> Homicide	
<input type="checkbox"/> Other	<input type="checkbox"/>	<input type="checkbox"/> Assault	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Weapons	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Other	
SOURCE OF INFORMATION			
Inmate Name:	Booking:	Housing Unit	
Classification:	Gang Association:	Cell #	
Details:			
IR: _____			
Submitted by: Print Name: _____		Signature: _____	
VALIDATED			
<input type="checkbox"/> STGU Officer		<input type="checkbox"/> STGU Lieutenant	<input type="checkbox"/> STGU Captain
<input type="checkbox"/> INTERNAL NORMAL	<input type="checkbox"/> INTERNAL PROPERTY	<input type="checkbox"/> EXTERNAL NORMAL	<input type="checkbox"/> EXTERNAL PROPERTY
NOTIFICATIONS			
Notification by:	Date:	Time:	
Notification made to:		Department:	
Method of notification: FAX <input type="checkbox"/>	E-mail <input type="checkbox"/>	Phone <input type="checkbox"/>	Other <input type="checkbox"/>
FOLLOWUP and FEEDBACK NOTIFICATION			

All documentation received should be considered valuable and retained for future reference and possible use. Often, investigations take weeks or months to complete, and documentation that may not have seemed valuable when it was first received may prove to be essential on further investigation. Information officers, therefore, should retain a copy of each submitted document, whether or not they validate and disseminate that information to other agencies.

B. Coding

The second portion of the Jail Information Model is *coding*, which is performed by the designated jail information officer (or jail information team). This individual is usually a jail supervisor or commander responsible for receiving information and validating and disseminating it to the appropriate internal or external investigative agency.



The jail information officer will code each referral form as *internal* or *external*. Information that is coded internal will be used to enhance jail operations or solve or prevent crimes from occurring in the jail. Examples of internal information include: planned assaults or attacks on corrections officers or other inmates, jail safety issues, inmate communication issues, contraband, and security issues.

External information refers to information that can be used outside of the jail. External information may be provided to investigative units or law enforcement agencies that are investigating offenses including, but not limited to the following:

- Crimes against persons
- Terrorism
- Property crimes
- Gang offenses
- Homicides
- Sexual assaults.

External information includes data that may be used either within the sheriff's office by the appropriate investigative division, or outside of the sheriff's office by any of the participating agencies in the Jail Information Sharing System. Jail Information Model liaisons may want to meet individually with the agencies that are receiving the information to ensure that the information is being provided in both a timely manner and a format that can be used by the agency. External members of the Jail Information Sharing System may include the following:

- County prosecutor's office
- District attorney
- Other sheriffs' offices
- Local police departments
- State and federal agencies
- Special task forces.



The Jail Information Sharing System is illustrated on the Jail Information Sharing poster shown below.





C. Dissemination

Once the jail information officer or team validates (if possible) and codes the information as internal or external, the information is then classified as *normal* or *red level* distribution.

Normal distribution is the typical classification for the majority of information that will be received. Normal distribution routes the information to the appropriate agency within a useful length of time. The normal coding will be used for most information collected, especially when offenses have already been committed.

Red level (or priority) distribution will be used when the information collected must be acted on immediately to prevent future offenses from occurring, for example, a bank robbery planned for later in the day. Red level distribution can also be used for any offense that could be prevented, damage minimized, or harm reduced if the information is provided to the appropriate agency immediately. A planned terrorist attack should be designated for red level or priority distribution.

If the jail information officer is not sure whether to designate a specific referral as red level, it is always better to err on the side of safety and label it as red level, thereby allowing the receiving agency to take appropriate action. This process is illustrated on the Jail Information Model poster shown below.





D. Evaluation, Use, and Feedback

While the first three steps in the Jail Information Model are the responsibility of the jail administrators, their staff, or both, the final step is the responsibility of the receiving agency. The receiving agency should *evaluate* the information for usefulness. This is important for providing feedback to the originating agency. Not all information will be useful, but the receiving agency should determine the percentage of useful information generated by the program to determine if it will continue to participate in the initiative.

If the information is valuable, it should be *used* by local or federal law enforcement agencies to clear or prevent offenses. For this model and the entire Jail Information Sharing Process to be of value to both the corrections facility and the end users, the information generated must be useful to the receiving agencies to enable them to improve community safety. If the receiving agency determines that most of the information is unreliable and unusable, then the integrity of the initiative may suffer and the entire process could be in jeopardy. If both the jail and the receiving agency make a concerted effort to verify the information, the reliability and accuracy of the information should increase its beneficial use.

Finally, the receiving agency should provide *feedback* to the originating agency on the usefulness of the information and the usefulness of the overall Jail Information Model process. This feedback is extremely important, not only for the program but also for the individual corrections officers who participate. If they receive positive feedback and are acknowledged for their contributions toward preventing or solving crimes, they will be more likely to contribute in the future.



This is an example of a feedback form.

**Jail Information Program
Feedback Form**

This portion of the form is to be completed by the administrative section or investigative agency that has received the jail information referral. Once completed, return to the originating jail information referral officer or staff.

For Administrative Staff or Investigative Agency Use:

Information received from (jail name): _____

Information received by (officer and investigative unit): _____

Information utilized by (list investigative or administrative unit): _____

Intelligence developed from information: _____

Feedback form returned by: _____

Date feedback form returned: _____

This portion of the form is to be completed by jail staff overseeing the jail information referral program.

For Jail Use:

Feedback information provided to originating jail staff or officers by: _____



Timely feedback not only closes the information loop but also serves as an impetus for both internal and external recognition systems. In some agencies, feedback is provided on the form. Depending on the size, scope, and publicity surrounding the specific case, it also may be accompanied by a letter of thanks from the investigating officers, or even a certificate of appreciation or recognition from the agency that cleared the case or arrested the offender based on information provided through the use of the Jail Information Model.

Internally, the feedback form received by the generating officer may include notes of thanks or formal recognition for a job well done, signed by the sheriff, chief prosecutor, or agency executive. Whenever such feedback occurs, not only does the reporting corrections officer feel as if he or she is a more integral component of the overall public safety system, but it also reinforces to other employees the importance of the model and the personal and professional rewards that could be tied to proactive use of this innovative initiative.



IV. Work Kit Development

Before the Jail Information Model was implemented at the three designated pilot sites, the Community Safety Institute developed a specially designed Jail Information Work Kit for the National Sheriffs' Association. The work kit assists agencies in providing training and in properly implementing the initiative. The Jail Information Work Kit contains the following tools:

A. The Jail Information Model Monograph

The Jail Information Model Monograph is a detailed examination of the project, its background, parameters, and the overall development of the process. This 22-page monograph also includes details on both the model and the process, and provides additional information for jail administrators who are interested in implementing this innovative project.

B. Forms and Templates

A variety of useful forms will assist jail administrators with implementing the Jail Information Model. Each form can be tailored to meet the specific needs of the individual facility and the specific way that the model can be implemented. These forms are available on the COPS website at www.cops.usdoj.gov:

- Jail Information Referral Form
- Jail Information Model Feedback Form
- Jail Information Model Monthly Activity Report
- Jail Information Model Evaluation Report.

Jail Information Referral Form. The Jail Information Referral Form should be used on a regular and ongoing basis to formally document information and report it to the jail information officer.

Jail Information Model Feedback Form. The Jail Information Model Feedback Form is used to provide information back to the jail from the law enforcement or public safety agency that initially received the information and acted on it. This form closes the information loop and serves as notification to corrections officers that their efforts are valuable.



Jail Information Model Monthly Activity Report. The Jail Information Model Monthly Activity Report records all referrals generated, interviews conducted, photos taken, internal and external referrals made to public safety agencies, and the feedback from those agencies.

Jail Information Model Evaluation Report. The Jail Information Model Evaluation Report is designed to track and record internal data about the program, such as the number of referrals received, offenses cleared, crimes prevented, and offenders arrested based on the Jail Information Model.

C. Training

The training programs provided in the Jail Information Work Kit include the following:

- Jail Executive Level
- Jail Corrections Officer Level
- Self-Paced Learning Systems
- External Public Safety.

One of the primary project parameters used when developing this process was the requirement for minimal formal training. Budget restrictions and the costs associated with staffing the facility so that employees could attend training led the developers design a program that focused on *awareness* and *procedures*. In each course, attendees learn their specific roles and responsibilities regarding this model and how to implement the process to achieve the greatest results.

To further this minimal training requirement, a self-paced learning series was developed so that corrections officers and staff could review the training materials on their own time or during designated times when they had access to a computer terminal. Self-paced flexibility allows jail administrators and supervisors to determine when training should occur and lets them make the best use of the time allocated.

Jail Executive Level. This training course was designed specifically for the sheriff and his or her command staff. It examines program acceptance and development, specifically addressing how a sheriff's office can implement the Jail Information Model successfully. It presents the mission of this project, its goals and specific objectives, and an overview of the jail information process that should be established prior to implementing this national model.



Jail Corrections Officer Level. Unlike many new programs that require extensive training to fully implement their initiatives, the Jail Information Model requires only a minimal amount of formal instruction. This training course includes the overall process, its goals and objectives, information on new policies or procedures that are being used in the initiative or adopted to support the program, and specialized training in communications skills and interviewing techniques.

Jail Information Model training should consist of at least a 2-hour block of instruction that all designated jail information officers must complete. In facilities where all jail staff will participate in this initiative, training should be provided for the following personnel:

- Command staff
- Corrections officers
- Jail staff
- Jail contract services.

Self-Paced Learning Systems. To facilitate training at all levels in the sheriff's office and within the corrections facility, two self-paced learning systems are included in the Jail Information Work Kit. These narrated, web-style instructional courses provide professional low-cost training on the Jail Information Model to executives and officers alike.

Command staff personnel, corrections officers, or staff simply load the CD-ROM into their computer to review the entire course of instruction on the Jail Information Model, its implementation, documentation, and skill-building components.

This self-paced learning system is an invaluable component of the Jail Information Model Process because of the corrections environment and the limited resources that are available to most jurisdictions to train corrections officers. In many jurisdictions, the Jail Information Model could not be implemented without a self-paced system.

External Public Safety. While internal training for jail staff should be approximately 2 hours in length, the specialized training for all external entities involved in the program can be limited to 1 hour. This external training simply needs to appropriately explain the Jail Information Model, the specific process, why it



is important, its goals and objectives, and the roles and responsibilities of each participant, especially emphasizing the significance of the feedback mechanism to ensure a continual flow of useful information.

Some entities that will be involved in the process and should receive this basic or introductory training include the following:

- Investigative units (both internal and external to the jail)
- School resource officers
- Patrol supervisors
- Patrol deputies and officers
- Outside agencies that may participate in the Jail Information Model:
 - Local police departments
 - Other sheriffs' offices
 - State police
 - Special task forces
 - Federal agencies:
 - Federal Bureau of Investigation
 - Drug Enforcement Administration
 - Bureau of Alcohol, Tobacco, Firearms and Explosives
 - U.S. Immigration and Customs Enforcement

D. Training Posters

To assist jail administrators with training, three full-color posters designed as teaching aids are included in the Jail Information Model Work Kit in both heavy-duty poster form and electronically on the CD-ROM. The three posters are Jail Information Sharing, Jail Information Flowchart and the Information Cycle.

Jail Information Sharing. The poster illustrates how the jail can play a central role in local public safety. It displays all public safety partners, sheriff's office, police department, state and federal agencies, special task forces, and the district or county prosecutors office as interlocking gears, with the jail serving as the primary information collection and dissemination point.



Jail Information Flowchart. The poster demonstrates the flow of information from the inmate to the corrections officer or jail staff who documents the data and refers it to the jail information officer who codes the information before referring it to the appropriate internal or external law enforcement agency for action.

Information Cycle. The poster demonstrates the closed-loop cycle that begins with the information-gathering process, moves to coding, then dissemination, and finally to use, feedback, and evaluation before cycling back to those who generated the original information.

E. CD-ROM

The Jail Information Model Work Kit contains a CD-ROM with numerous electronic files for use by the jail administrator. These files include the Jail Information Model Monograph, two PowerPoint presentations, an executive and corrections-level self-paced learning system, and various forms and templates that can be modified and tailored to meet the specific needs of an agency.



V. Jail Information Model Pilot Sites

A. Organizational Acceptance

Initial research and interviews with jail administrators and practitioners demonstrated to project staffers the need to develop a pre-model process. The secure nature of jail facilities and the ingrained culture of jail personnel determined that to maximize the success of the Jail Information Model, management must institute a project endorsement and acceptance process before the new program can be implemented. During the initial stages of the project's implementation, organization leaders and jail administrators are asked to actively demonstrate and promote their support for this public safety initiative. Having law enforcement leaders set a positive tone helps to firmly establish the Jail Information Model as one of the primary initiatives of the organization.

B. Pilot Site Process

The Pilot Site Process encourages and promotes a paradigm shift from traditional corrections activities to proactive public safety capabilities to solve current crimes, prevent future crimes or reduce their impact, save lives and property in the jail and the community, and improve community quality of life.

Its flexible design allows this process to be tailored to fit the unique needs of rural, suburban, or urban corrections facilities. In each of these environments, the size and scope of the process can be adapted to the individual facility's characteristics. For example, while the position of jail information officer may be filled by a single jail supervisor in a small or rural facility, large urban locations may have multiple individuals in that role who serve as a jail information team. Whatever the size of the organization, the role of the jail information officer or team and the responsibilities remain consistent, regardless of the specific modifications made to the model.

The Pilot Site Process was developed specifically for and used at each of the three Jail Information Model pilot sites. The process consists of four phases: project briefing, jail familiarization, implementation issues, and evaluation requirements.



1. Project Briefing

The first phase of the pilot site visit provides an overall project briefing to the pilot site sheriff and jail command staff who will implement the initiative. During this briefing, pilot site staff learn the various aspects of the Jail Information Model including project design, model development and utilization, communications, interviewing methodology, and project requirements.

2. Jail Familiarization

During the second phase, project coordinators receive a comprehensive tour of the facility and review specific site-based information, policies, and current procedures that may have to be reviewed to implement the program. During this portion of the site visit, project personnel review specific aspects of the facility, its personnel, and operations that may enhance or detract from the project so that these concerns or opportunities may be appropriately addressed in the next phase.

3. Implementation Issues

The third phase of the site visit is reserved for formally addressing implementation issues within the facility. The issues range from designating information-collection points within the jail to staffing an information collection supervisor. They also include all logistical concerns such as modifying the forms, establishing the documentation process and review procedures, as well as the information dissemination procedures both internal and external to the jail.

4. Evaluation Requirements

In the fourth phase, each pilot site must complete specific project evaluation forms and send them to the project coordinators for review. Each site was given sample forms and individuals, usually supervisors, were tasked with completing the required information about the project's progress and sending the forms to the appropriate project staff members.



C. Pilot Site Selection

Each facility selected to implement and test the Jail Information Model had certain unique characteristics that distinguished it from other facilities and enhanced its value as a pilot site. Each site was selected by staff of the National Sheriffs' Association in cooperation with the COPS Office staff, and designed to meet the specific needs of the project.

The three pilot site county jails are in: Tulsa, Oklahoma; Tacoma, Washington; and Bergen County, New Jersey. These sites provide both large- and medium-size jails and have some specific operational characteristics that are of significant value to this project.

Tulsa, Oklahoma Tulsa County Criminal Justice Center

In Tulsa, Oklahoma, Sheriff Stanley Glanz recently reacquired management of the county jail from a private jail management firm that operated the 1,440-bed, direct-supervision facility for 5 years.

The Tulsa County Criminal Justice Center has an average daily population of 1,230, with a jail staffed by some 304 certified corrections officers. All three classifications of prisoners—minimum, medium, and maximum security—are housed in the facility along with federal prisoners provided by the local U.S. Marshals Office.

It is rare that project coordinators have an opportunity to work with a “brand new” jail, but for this project the team members met with the Tulsa County Jail Transition Team as it designed the entire jail process from booking and receiving of inmates, through classification, transportation, and release.

This unique situation gave project coordinators an opportunity to examine information check points throughout the facility and implement procedures to allow for the collection and dissemination of targeted information from the day sheriff's employees took over the facility.



*Tacoma, Washington
Pierce County Detention and Corrections Center*

The Pierce County Detention and Corrections Center is a medium/maximum custody facility consisting of two jail units, the “Old Jail” and the “New Jail,” confining more than 1,300 inmates. The Old Jail is a combination of both direct and indirect supervision, while the New Jail is direct supervision only. Located in downtown Tacoma, Washington, the center serves both the courts and the criminal justice system.

For several years before 9/11, Sheriff Paul Pastor had been seeking information on a jail intelligence system, but after homeland security issues engulfed his agency the efforts were placed on hold. When approached by project coordinators about using the Jail Information Model, Sheriff Pastor felt that the time was right and allowed coordinators full access to the facility and personnel to implement and test the model.

What was unique about the situation was that the sheriff, his jail commander, and the patrol bureau commander fully accepted and endorsed the project before it was implemented. As the Jail Information Model was being tailored to meet the specific needs of Pierce County and various individuals were being consulted about the project and its implications, the union representing the corrections officers objected. Although their job descriptions called for the immediate reporting of activities that could endanger the jail, its staff, or population, union representatives felt that completing a form and turning it in for review was an additional job responsibility and one for which the corrections officers should be compensated with additional money or benefits.

The sheriff countered the union’s opposition by reaffirming that this new paradigm, if successfully implemented, would bring greater job satisfaction to the employees, build bonds between corrections and both internal and external law enforcement, and therefore provide opportunities both for individuals and the organization in the future that do not currently exist.



Sheriff Pastor's primary focus in the implementation of this project was drugs and specifically methamphetamines. His jurisdiction has been seeing a significant increase in meth labs and related production, distribution, and possession offenses. In addition, the sheriff is concerned about the recent influx of gangs from California and their negative impact on his community.

*Bergen County, New Jersey
Bergen County Justice Center*

Bergen County's population stands at roughly 884,000 people in a county approximately 239 square miles in size. The Bergen County Sheriff's Office consists of more than 500 personnel including 268 officers who work in the Bergen County Jail. The jail is a 1,140 bed facility with an average daily occupancy of 90 percent or 940. It is a direct supervision facility.

The Bergen County sheriff is tasked with maintaining order and security at the Bergen County Justice Center, providing for the care and custody of inmates and detainees at the Bergen County Jail, and assisting the county's local police forces by providing advanced forensic procedures through its Bureau of Criminal Investigation. In addition, the sheriff's office is responsible for process serving, writs, court orders, foreclosures, and court executions.

Bergen County, New Jersey is across the Hudson River from New York City; therefore, many of the urban issues such as gangs, drugs, and weapons trafficking experienced in the metropolitan area also have an impact on Bergen County.

At the onset of the program, the sheriff identified three primary areas where he wanted his officers to focus their information-collection efforts: drugs, gangs, and terrorist activities. In his jurisdiction, drug issues are the predominant concerns of the community. A growing gang presence (including members of MS13) has increased the county's level of awareness, and the Jail Information Model project is being developed in partnership with his gang unit's expansion. Finally, because the Bergen County jail houses a significant number of federal inmates and the county is adjacent to New York City, the sheriff is concerned about current and future terrorism-related issues.



D. Pilot Site Training and Jail Information Model Implementation

Tulsa County

To begin implementation of the Jail Information Model in his jurisdiction, Sheriff Stanley Glanz hired a former Tulsa Police Department investigator to serve as his jail information officer. He is responsible for the primary data collection, verification, coding, and dissemination of information collected in the jail. Through his background and experience, he has multiple contacts with jurisdictions throughout the county and in the surrounding areas.

Within weeks after taking over the jail from a private contract corrections company, the Tulsa Sheriff's Office implemented the Jail Information Model and disseminated information referral forms throughout the facility. After the conclusion of training provided by National Sheriffs' Association staff, the Tulsa County Criminal Justice Center supervisors began working with staff members to provide training to corrections officers and other staff throughout the facility.

Transition issues associated with reclaiming their jail gave Tulsa County staff members a unique opportunity to institutionalize the Jail Information Model into their facility from the very beginning. Corrections officers were hired, trained, and advised to begin using this model to collect and route information to the jail information officer. Tulsa has had outstanding success because of the sheriff's commitment and his vision in hiring a full-time employee to follow-up on information generated.

Within the first six months of implementation, a triple homicide was solved, along with a sexual assault and the arrest of an escapee and four persons for harboring a fugitive. Threats against a local judge were uncovered; an internal affairs investigation was launched and resulted in the removal of an employee; and a jail smuggling operation ceased. Tulsa County discovered multiple instances of contraband, including drugs and weapons, and discovered information leading to the closure of several homicide cases. In one of the Jail Information Model's most celebrated success stories, the information generated led to the discovery of a homicide victim, the arrest of her killer, the closing of a major drug lab, and seizure of multiple automatic weapons and the arrest of several individuals for a wide variety of offenses.



Pierce County

To begin the Jail Information Model project, National Sheriffs' Association staff conducted the project briefing and jail familiarization portions of the project before meeting with operational staff to conduct the initial training session. At the first training, the jail commander and her supervisory staff were present to receive the information, discuss implementation issues, and begin the process. Approximately two dozen key individuals attended the scheduled training.

Since the initial training, Pierce County officials have continued the training process with selected jail personnel. The Jail Information Model has also been implemented and referral forms have been tailored to meet the needs of the facility and its employees.

One obstacle that Pierce County is facing is that jail officials want full-time corrections officers who can follow up on important information and on major offenses that are occurring in the county, but the current budget prohibits additional staffing at this time. National Sheriffs' Association staff members, while recognizing the budget limitations, have reinforced to county officials that the Jail Information Model can be implemented properly without additional staffing, and valuable information can be developed if corrections officers are dedicated to the project. Information was developed almost immediately after the Jail Information Model was implemented, with the most dramatic results involving an inmate gang. To become a member of the gang, an inmate has to be held on a murder charge. At least three major players have already been identified and it appears that a rather large homicide caseload is in the making.

In addition to the gang case, Pierce County officials stopped a potential jail conflict by isolating members of a white supremacist group after uncovering information about a planned attack, and removed several gang members who were being targeted by fellow inmates.

Pierce County Sheriff Paul Pastor also points to the identification of a homicide suspect, the arrest of a serial robbery suspect, the identification of a suspect in a high-profile local shooting, and the arrest of a serial rapist who had been terrorizing the county as other important successful milestones recorded within the first 6 months of the Jail Information Model initiative.



Bergen County

Upon completion of the project briefing and jail familiarization, Bergen County officials assigned more than 215 corrections officers to take the Jail Information Model course provided by National Sheriffs' Association staff facilitators. Six 2-hour training blocks were provided to the designated corrections officers, medical staff, the mental health professional, and other employees during a 2-day period.

National Sheriffs' Association facilitators rotated teaching assignments among all three shifts to keep overtime and training costs to a minimum in this highly unionized state. The sheriff negotiated with union officials on schedule flexibility to make the specialized training available. In addition, he rearranged scheduled training of more than 100 officers to make the training possible.

To further ensure the success of the Jail Information Model, a formal structure was developed to aid in the flow of information within the jail. A staff of more than 200 trained corrections officers were assigned to report to 25 supervisors for this project. These area supervisors are responsible for validating the original information. Once information is validated, the supervisors will report information to five designated team leaders who will work closely with the jail information officer.

The Bergen County jail information officer will be the primary conduit for all jail information that is collected and validated, and will be responsible for all internal and external information dissemination. The jail information officer will also be responsible for coding all information into internal, external, and red-level information and will serve as the liaison with the Bergen County command staff including the jail warden, undersheriff, and sheriff.

Immediately upon inception of the training and implementation of the Jail Information Model in Bergen County, officials began generating important new information. Within the first week of this initiative, information was developed and shared with the County Prosecutor's Office, the Patterson Police Department and several other municipal agencies regarding a weapons distribution network located and operating in the northern New Jersey area. Investigators have learned that more than 65 weapons were being traded within the network and possibly being made available to multiple parties.



Addition information developed within the jail led investigators to a narcotics ring operating out of a series of nightclubs in Bergen County. It appeared that drugs were transported from New York City and were sold to individuals in various New Jersey nightclubs. Bergen County officials are aggressively following up on both of these cases as well as continuing to work on additional information obtained through the Jail Information Model.

Corrections officers have been providing a tremendous amount of information on both internal and external criminal activities. Internal information received about a planned attack on a corrections officer in the mental health unit led to the inmate's removal before the attack occurred. Internal information about a planned assault on two inmates resulted in their removal to a secure unit and an ongoing investigation regarding the potential attackers.

External information provided by corrections officers has led to the arrest of several individuals involved in an armed robbery ring, the apprehension of a third individual in an auto parts theft ring, the re-opening of an investigation of a 2002 homicide, and the apprehension of an individual in Boston who was planning a gang shooting and is responsible for a pair of homicides in that city.

E. Summary of Pilot Site Results: The First 6 Months

The following are some of the successes resulting from the use of the Jail Information Model at the three pilot sites.

Internal: Jail Safety and Security

- Prevented an attack on a corrections officer
- Prevented an attack on an inmate
- Confiscated contraband (weapons, drugs)
- Generated an Internal Affairs investigation
- Arrested a program vendor for smuggling
- Identified jail security issues
- Identified jail safety issues
- Properly identified an inmate wanted for other felonies while using false name



External: Public Safety

- Investigated threats against a judge
- Solved multiple homicides (local and out of state)
- Solved gang homicides
- Arrested a serial robbery suspect
- Arrested a serial rapist suspect
- Solved an auto theft ring case
- Solved an identity theft ring case
- Solved a sexual assault case
- Arrested a child molester
- Identified a homicide ring
- Solved a high-profile shooting case
- Arrested an escapee and others for harboring a fugitive
- Seized multiple methamphetamine labs and weapons

F. Key Findings from the Pilot Sites

1. Import process and institutionalize into local procedures. Jail administrators were pleased with being able to import the Jail Information Model into their facilities and institutionalize the process with their own local policies and procedures. By allowing them the ability to customize the process to fit their specific circumstances, they developed a personal stake in the process and made it their own instead of implementing some off-the shelf program.

2. Overwhelming the system. Depending on how the Jail Information Model was used in a specific facility, some administrators were overwhelmed with information, especially regarding crimes such as narcotics. At one pilot site, an additional information officer had to be brought in to handle the increased workload because six to eight referrals a week were being validated and disseminated to local law enforcement who, in turn, were making arrests and filing cases against offenders. At one pilot site, Jail Information Model information officers were closing more cases and solving more crimes than their counterparts in the investigative section.



3. Empowering the corrections officers. Once implementation began there was surprisingly minimal resistance by line officers who were being tasked with collecting the information. Most believed it was already a primary component of their jobs and they were now simply recording it for others.

4. Feedback is essential. In the pilot sites where feedback was given to the jail information officer and to the corrections officers who originally generated the data, acceptance and use of the Jail Information Model was the highest. In facilities that also rewarded employees with commendations, the number of employees actively providing information remained high throughout the pilot period.

G. Key Benefits of the Jail Information Model

1. Saved lives. Lives of law enforcement officers, citizens, and inmates were saved by preventing offenses from being committed. This occurred through a variety of methods including warning potential victims, removing potential victims from harm, and arresting offenders before they committed another crime.

2. Prevented future crimes and reduced victimizations. Offenders wanted for current crimes were arrested and incarcerated before they could commit more crimes.

3. Solved current crimes. Numerous offenses were solved by using information provided by the Jail Information Model including sexual assaults, robberies, thefts, forgeries, shootings, and homicides.

4. Provided closure for families. Some families were able to have closure because homicides were solved and, in some cases, the victims recovered.

5. Improved jail safety and security. Not only were the lives of corrections officers and inmates saved because of the Jail Information Model, but other safety and security issues were uncovered such as internal smuggling rings, contraband involving weapons and drugs, and previously unknown inmate communications systems.



VI. The Future

The Jail Information Model was designed to be a user-friendly process that can be implemented into the current culture of a jail; therefore, this initiative can be easily replicated by law enforcement organizations throughout the country. There is no need for additional staff, training is limited, and the entire process can be customized to meet the specific needs of each community.

This flexible model provides a formal process for collecting and disseminating information, yet allows for customization to best serve jail administrators and the law enforcement agencies that use the corrections facilities. By using the Jail Information Work Kit as a guideline for implementing the process, nearly any jail facility in the country can benefit from this innovative law enforcement initiative.

Project developers believe that this model can be exported and implemented successfully in nearly every jail in the United States, providing valuable information, solving crimes, preventing offenses from occurring, and generally making communities safer for all citizens.

For More Information

For more information on Jail Information Model training contact:

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About the Author

John Matthews serves as the executive director of the Community Safety Institute (CSI), and is an assistant chief constable for Dallas County, Texas (Precinct 1). He is the developer of the COPS Office Jail Information Model, CSI's Creating a Safer School (CASS) program, the STAR toolkit (a homeland security/disaster preparedness community resources assessment tool) for the COPS Office, the Neighborhood Watch Toolkit for the Bureau of Justice Assistance, and several weapons of mass destruction programs for the Office of Domestic Preparedness.

With bachelor's and master's degrees in administrative management and an Advanced Law Enforcement Certificate, Matthews is nationally recognized for his work in both public safety management and school safety. He has developed dozens of national training programs for the Department of Justice, Department of Defense, Department of the Interior, and Department of Homeland Security.

Matthews is an award-winning author who has written scores of law enforcement and safety articles for national magazines. His book, *The Eyeball Killer*, published by Pinnacle Books, is a true crime thriller and was selected as a True Crime Book of the Month. Two of his latest publications are *Creating A Safer School* and *Countering Terrorism: Protecting Our Schools and Communities*.



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