MESSAGE FROM
MAYOR LANDRIEU

Dear Friends,

At my second inauguration in 2014, I said that we cannot move forward, unless we all move forward together. Achieving a more equitable city has meant tackling some of this city’s most difficult and deep-rooted issues like a high murder rate, high unemployment among Black males, and a fractured criminal justice system that has resulted in overuse of detention. Criminal justice reform means scrutinizing our beliefs about who should get arrested and prosecuted, and grappling with our nation’s criminalization of poverty.

We must reduce the jail’s population because overuse of detention disrupts families and communities, without making us safer. No single agency is responsible for the overuse of jail in New Orleans, and it takes effort and support from all criminal justice agencies to change how the jail is used. In 2015, I asked the leaders of the criminal justice system to work together to develop a plan that would reduce our reliance on incarceration. That work evolved into the City’s participation in a national initiative of the MacArthur Foundation, called the Safety and Justice Challenge.

With a financial investment from the MacArthur Foundation, augmented by federal and private grants, we have been implementing reforms at every step in the criminal justice process. The Safety and Justice Challenge plan was developed through a highly collaborative planning process that included all the criminal justice agencies and representatives of non-profits, academia, and philanthropy. Data played an integral role in deciding where to focus the reforms, and we track outcomes to hold ourselves accountable.

The Challenge recognizes that there are better, fairer, and more effective alternatives to excessive jail use. New Orleans is focusing arrests on violent suspects and release decisions on risk, not financial ability; diverting people with mental health and substance abuse problems toward community based services; increasing defense advocacy for pretrial arrestees; and improving coordination at all decision points.

As the initial two year investment from the Foundation comes to an end, I want to share our progress, our challenges, and where we’re going next. Thank you to all the partners who have dedicated significant time and effort to making this strategy to reduce the jail’s population a success. As leaders, we all have a role to play in the overuse of detention and now is the time for us to take responsibility for reversing the trend. There is more work to be done to create a criminal justice system we’re all proud of, and the last few years show we’re ready to tackle the challenge and move forward together.

Sincerely,

Mitch J. Landrieu
Mayor, City of New Orleans
EXECUTIVE SUMMARY

Until recently, New Orleans led the nation in urban jail incarceration. In May 2015, New Orleans received a grant from the John D. and Catherine T. MacArthur Foundation to develop a plan for jail reform as part of the Safety and Justice Challenge - the Foundation’s $100 million initiative to reduce over-incarceration by changing the way America thinks about and uses jails. With this funding, a team of system stakeholders examined local drivers of incarceration and developed a strategic plan to reduce the jail population. In April 2016, New Orleans was awarded a $1.5 million grant from the MacArthur Foundation to implement the initiatives in the strategic plan to reduce the average daily jail population 21% by mid-2019.

The Safety and Justice Challenge Plan includes a set of strategies and initiatives that have:

- Developed a system of alternatives for police to respond to people in crisis outside of the justice system by directing them to community-based programs for treatment;
- Strengthened pretrial release efforts through increased risk-based decision making to prevent pretrial defendants lingering in jail due to an inability to pay money bail;
- Improved policies and procedures to address systemic inefficiencies and reduce extended, unnecessary jail stays; and
- Created tracking and accountability mechanisms focused on racial and ethnic disparities, and continued to engage the community in developing solutions and holding the system accountable.

Through the leadership, commitment, and collaboration of all criminal justice agency leaders, New Orleans has made notable progress in implementing the plan to reduce jail population, creating a fairer, more effective justice system, and reducing the jail population.

While New Orleans has significantly reduced its jail population, too many people remain detained in a system that most harshly impacts low-income communities and communities of color. The work presented in this report has laid a strong foundation for continued improvements to a system in need of reform.

In the six months prior to the start of the Challenge, the average daily population was 1,617. By December 2017, the population had dropped to 1,427, the lowest Orleans Parish jail population in nearly 40 years. At this population level, New Orleans has accomplished 56% of its goal to reduce the jail population to 1,277 by mid-2019.
SAFETY AND JUSTICE CHALLENGE

The Safety and Justice Challenge is an initiative of the John D. and Catherine T. MacArthur Foundation to reduce mass incarceration by changing the way America thinks about and uses jails.

Despite growing national attention to the large number of Americans confined in state and federal prisons, less attention has been paid to local justice systems, where the criminal justice system primarily operates and where over-incarceration begins. Local jails are meant to hold people who are deemed a threat to public safety or a flight risk. However, ineffective processes often lead to unnecessarily long jail stays and many defendants are held due to their inability to pay a financial bond, not because they pose a threat to public safety.

With an initial five-year, $100 million investment by the MacArthur Foundation, jurisdictions were selected through a competitive process to receive financial and technical support in their efforts to safely reduce over-reliance on jails, with a particular focus on addressing disproportionate impact on low-income individuals and communities of color. New Orleans was among the first 20 jurisdictions selected for inclusion in the Safety and Justice Challenge Network.

The Challenge recognizes that there are better, fairer, and more effective alternatives to excessive jail use. Key to beginning and sustaining reform efforts is an understanding of how jail use has changed over decades, and the impact on individuals, communities, and the economy.

For local leaders involved in the Challenge, this means a commitment to:

• identifying the drivers of over-incarceration within their jurisdiction;
• engaging a diverse set of community stakeholders to determine ways to address local drivers of incarceration and improve the system as a whole; and
• building infrastructure to track data and measure performance over time.

Through participation in the Challenge, jurisdictions are demonstrating alternatives to incarceration-as-usual, creating models for reducing unnecessary detention to make communities healthier, fairer, and safer.
New Orleans has long had one of the highest incarceration rates per capita among U.S. cities, contributing to Louisiana’s unfortunate title of incarceration capital of the country and world. In early 2005, the Orleans Parish jail complex held about 6,500 inmates and had the largest local incarceration rate per capita.

Hurricane Katrina exposed many problems that had long festered in the criminal justice system and the jail. While the impact of the storm crippled the criminal justice system in the ensuing months, it also pushed New Orleans’ leaders to reexamine the status quo and consider how to build a system that was better than what existed before.

Prior to Hurricane Katrina, state inmates sentenced to serve time in the custody of the Department of Corrections made up a significant portion of the population. Such sentences are typically served in State facilities, but in Louisiana, about 50% of state inmates served their time in local jails, including Orleans Parish Prison. Since 2005, city leaders have made policy decisions to significantly reduce the number of state inmates serving time in the jail.

By the time Mayor Mitch Landrieu took office in 2010, the number of inmates in the Orleans Parish jail had fallen to about 3,400. Even after the population was cut in half, Orleans Parish still had the largest jail population per capita in the U.S., according to the Bureau of Justice Statistics.

Later that year, the Sheriff proposed a new jail complex to replace the old buildings damaged by Katrina, but local advocates pushed back on the need to incarcerate so many people. Following the recommendations of a Criminal Justice Working Group convened by Mayor Landrieu, City Council passed an ordinance that allowed for construction of one of the proposed buildings, with 1,438 beds, and ordered all other preexisting buildings closed within 18 months of the new facility’s opening.

In the coming years, criminal justice reform efforts continued to gain momentum, but a more comprehensive approach did not begin until 2015.
IMPACT OF INCARCERATION ON THE COMMUNITY

The primary purpose of jails is to detain individuals who are awaiting disposition on a charge or a violation of community supervision (e.g. probation or parole) if they are a danger to public safety or a flight risk.

In the Orleans Parish jail, approximately 89% of people are awaiting disposition, meaning they have not been tried or convicted of a crime. Out of the total population, 52% of people are awaiting disposition on a felony charge, 4% a state misdemeanor, and 1% a city misdemeanor. Another 27% are under active supervision of probation or parole and have been arrested on a new charge or a technical violation, and 10% have been convicted and sentenced to local or state time.1

Jail stays have widespread consequences for families and communities, including lost income, financial burdens on families, untreated mental health and substance use issues, and a greater risk of new criminal activity.

Detaining low- and moderate-risk defendants, even just for a few days, can increase the risk that they will be arrested for a new crime both during the pretrial period and years after case disposition.

The longer low-risk defendants are detained, the more likely they are to be arrested for new criminal activity once released

40% more likely when held two to three days, increasing to 51% when held 31 days or more4

1 based on 2017 average
2 out of the 1586 people in jail on May 2, 2017, 388 were assessed for risk and given a risk score; 163 (or roughly 42 percent) were found to present a low or low-moderate risk for re-arrest and failure to appear in court
DISPARATE IMPACT ON POOR RESIDENTS
Nearly every phase of the criminal justice system requires defendants to make some kind of financial commitment, even before trial, when defendants are presumed innocent. These financial obligations are a significant, often unmanageable burden to the people who face them, and their families who help pay them. Funding our criminal justice system by requiring payments from defendants, most (85%) of whom are deemed too poor to hire a lawyer, disparately impacts poor people and results in costs to New Orleans taxpayers when defendants are unable to pay.

On any given day in 2015, THREE OUT OF 10 jail beds were filled by people incarcerated more than two days simply because they couldn’t afford bail less than $100,000.

These jail stays cost the city of New Orleans $6.4 MILLION, significantly more than the revenue generated in 2015 from bail, fines and fees.

DISPARATE IMPACT ON COMMUNITIES OF COLOR
The direct and indirect consequences of detention do not affect everyone equally. As in many jurisdictions, Black people are overrepresented in the New Orleans jail population, and the costs to defendants associated with detention magnify this disproportionality.

Black men are booked at TWICE the rate of white men.

Black women are booked at 1.6 TIMES the rate of white women.

Black defendants paid 84% of bail premiums and bail fees in 2015.

Of the $3.8 million in conviction fines and fees imposed in 2015, black people were charged 69%, OR $2.7 MILLION.

1. even though they had no probation, parole, or extradition holds
4. Ibid.
5. Laisne et al., Past Due.
6. Ibid.
In May 2015, New Orleans received a $150,000 grant from the MacArthur Foundation to develop a plan to safely reduce the jail population following a highly-competitive selection process that drew applications from nearly 200 jurisdictions from 45 states and territories.

The planning effort was led by the Mayor’s Office and Sheriff’s Office, with representatives from the Police Department, Criminal District Court, District Attorney’s Office, Public Defenders Office, Municipal Court, and the local division of Probation and Parole. The planning team also included nearly 20 representatives from advocacy and philanthropic organizations, and the academia and research community who helped develop and approve the plan.

The Safety and Justice Challenge plan was developed after an extensive process of mapping the criminal justice system and analyzing data at every major decision point, from arrest to case processing to sentencing and community supervision. The planning team examined who gets booked into the jail, why, and how long they stay.

The analysis found that the jail is largely comprised of individuals awaiting a disposition in their case. Just over 90% of defendants booked in the jail are released within a week, but for those unable to secure release within the first week, their length of stay is significantly longer. This means the decisions that are made early in the process are incredibly important.

The plan focuses on the early moments after an arrest: Can an arrest be avoided and people deflected to social services and treatment instead of jail? Who can safely be released pending trial or other court events? How long does it take for the prosecutor to accept or refuse charges? Why do some people get lost in the system? The Safety and Justice Challenge does not attempt to address the reasons why crime is committed or how to help people transition back from prison, rather this plan looks at what can be done within the system to change how we think about and use jails.
JAIL POPULATION MANAGEMENT SUBCOMMITTEE

In early 2015, Mayor Landrieu created a Jail Population Management (JPM) Subcommittee so criminal justice stakeholders could work together to address the long-standing issue of overreliance on incarceration in New Orleans.

The Subcommittee was created through the Sanford “Sandy” Krasnoff Criminal Justice Council, alongside three other subcommittees focused on information sharing, electronic monitoring, and reentry. The role of the Criminal Justice Council is to coordinate across criminal and juvenile justice agencies to inform policy, adopt best practices, and collaborate on important issues facing the system. The JPM Subcommittee is a subset of the Council, and in 2017, the following agencies had representation:

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<thead>
<tr>
<th>JAIL POPULATION MANAGEMENT SUBCOMMITTEE AGENCIES</th>
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<tbody>
<tr>
<td>Chief Administrative Office</td>
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<td>City Council</td>
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<td>Criminal District Court</td>
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<td>Municipal Court</td>
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<td>Orleans Parish District Attorney</td>
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<td>Probation and Parole</td>
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<td>SJC Community Advisory Group (3 members)</td>
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<td>City Attorney’s Office</td>
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<td>Clerk of Criminal District Court</td>
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<td>Mayor’s Office</td>
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<td>New Orleans Police Department</td>
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<td>Orleans Public Defenders</td>
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<td>Orleans Parish Sheriff’s Office</td>
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The JPM Subcommittee meets monthly to review progress on the Safety and Justice Challenge plan, discuss challenges or issues that may have arisen, and identify next steps to address those challenges. The Subcommittee had interim community representation November 2016 through August 2017, and in September 2017, the newly formed SJC Community Advisory Group (as described on page 24) nominated three of its members to hold seats on the Subcommittee. The public is invited each month and actively engages in the meetings. The meetings are an opportunity to address complex issues, but they are also an opportunity for the community representatives and the public to hold each agency accountable for their commitments in the SJC plan.
STRATEGIES AND INITIATIVES

STRATEGY 1: Reduce admissions for individuals charged with low level offenses and individuals with patterns of high reentry into the criminal justice system due to behavioral health needs.

Law Enforcement Assisted Diversion (LEAD)
Develop and implement a LEAD program focused on alternatives to arrest for individuals at risk for arrest due to addiction, mental illness, or trauma.

Increase summons through improved policy
Provide law enforcement officers with increased discretion to issue a summons rather than make a custodial arrest when appropriate.

Reduce arrests for out of parish warrants
Identify mechanisms to reduce custodial arrests made by the New Orleans Police Department on individuals with only an out-of-parish warrant.

STRATEGY 2: Reduce the average length of stay of lower risk felony defendants detained during the pretrial stage by focusing resources on risk-based release decisions.

Seven-day bond reviews
Develop a policy for using bond reviews to secure pretrial release for lower risk defendants early in the process and ensure that defendants do not remain in jail due to inability to pay.

Public defenders at first appearance
Staff first appearances with public defenders who can represent defendants early in the process and improve defense advocacy for timely pretrial release.

Risk assessment tool
New Orleans has been selected by the Laura and John Arnold Foundation to implement its Public Safety Assessment (PSA), which will support consistent and risk-driven release decisions across judicial officers.

Pretrial release decision matrix
As part of the PSA implementation, local stakeholders will create a Decision-Making Framework to guide judges’ and commissioners’ release decisions.

Expand Criminal District Court’s use of Release on Recognizance
Increase the number of eligible, lower-risk defendants released on their own recognizance in criminal district court.

STRATEGY 3: Reduce average length of stay of felony defendants by reducing system inefficiencies in the processing of cases, increasing pretrial release for defendants with multiple pending matters, and ensuring the transportation of detainees according to standards set by the criminal justice system.

Justice System Administrator
Create a senior staff position within the Sheriff’s Office with the convening authority to bring together key stakeholders to identify and resolve systemic inefficiencies that lead to overincarceration.

Reduce system inefficiencies in case processing, pretrial release, and transport
- Expedited arrest to arraignment for victimless crimes
- Policy to resolve Municipal Court cases for defendants with felony sentences
- Multi-court case processing policies and procedures
- Improve Sheriff’s Office policies and procedures for transport to court and DOC
- Implementation of alSmartBench in Criminal District Court and Municipal Court

11Taken in to police custody; non-custodial arrests allow an individual to leave the scene, often with a summons to appear in court.
**STRATEGY 4:** Reduce admissions and length of stay for alleged probation and parole violators by encouraging officers’ and judges’ discretion in using detention and ensuring the timely processing of cases to prevent extended, unnecessary stays.

**Probation and parole detention guidelines**
Create and implement guidelines for police officers regarding the arrest and detention of alleged violators of probation or parole.

**Improve probation and parole process**
Probation staff will work in conjunction with the Justice System Administrator to ensure that pre-adjudicated, alleged probation and parole violators move efficiently through the system.

**Maximize use of administrative sanctions**
Authorize and encourage probation officers to use sanctions instead of filing for probation/parole revocation for alleged technical violations.

**10-day detention hearings**
Decrease the number of probationers who are held on a detainer pending revocation proceedings by encouraging probation officers’ discretion in filing detention paperwork and encouraging Criminal District Court judges to lift detainers when appropriate.

**STRATEGY 5:** Reduce racial and ethnic disparities in the criminal justice system.

**Implicit bias training**
Provide implicit bias training to key decision-makers in the criminal justice system and to a majority of agency staff.

**Improve the capacity of the Orleans Parish Sheriff’s Office to collect race/ethnicity data**
Improve the existing Jail Management System to accurately record race and ethnicity data, especially as it pertains to Latino ethnicity and multi-racial individuals; and ensure consistency with methodologies used by other agencies in the criminal justice system.

**STRATEGY 6:** Regularly monitor progress according to pre-defined benchmarks and use the data to optimize strategies as needed.

**Monitoring and evaluation**
Develop regular, detailed reports of the progress of each strategy to be reviewed quarterly by an internal, collaborative leadership group. Key indicators and outcomes will be released through a public dashboard to enhance transparency and accountability to the community.

**Community Advisory Group**
Establish a community advisory group that will participate in the monitoring of implementation efforts, communicating those impacts to the community, and soliciting feedback from the community.

**Strapaty 7:** Reduce admissions for warrants by decreasing failure to appear (FTA) rates in Criminal District Court and Municipal Court.

**Indigency assessment at sentencing**
Create a tool that assesses indigency and recommends how to scale discretionary fees and fines according to ability to pay. The tool aims to reduce FTAs that are a result of individuals who avoid court because they have insufficient funds to pay fines and fees.

**Implement court date notification/reminder system**
Implement a system to text defendants in Municipal and Criminal District Courts to remind them of upcoming and recently missed court dates.

**Redesign language on summons and subpoena forms**
Redesign forms to clarify time, date, and location of court so that defendants can better understand expectations from the court and consequences of failing to appear.

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Administrative Sanctions are designed to proportionate responses to a well-defined set of violations, without the delay or expense of a court proceeding. Commonly used sanctions include short jail stays, community service, more frequent supervisory visits, and electronic monitoring.

An official hold placed on an alleged probation or parole violator that keeps them in jail until they go before a judge for a hearing; if you have a detainer, you cannot get out of jail by paying bail.

Refers to financial means; without sufficient income to afford a lawyer and/or an imposed financial obligation.
TIMELINE

FEBRUARY 2015: Jail Population Management Subcommittee formed

JANUARY 2016: CDC approved use of Administrative Sanctions

MAY 2015: Selected for Safety and Justice Challenge Planning Grant

MAY 2016: Selected for Safety and Justice Challenge Implementation Grant

AUGUST 2016: Selected to implement Public Safety Assessment (PSA) Model

FEBRUARY 2017: OPD hired attorneys to improve representation at First Appearances

2016
The jail’s population was below 1,200 until 1979. 

**JULY 2017:**
- CDC launched a pilot to review detainers placed on probationers
- Community Advisory Group launched
- OPSO hired Justice System Administrator

**NOVEMBER 2017:**
- CDC institutionalized seven-day bond reviews via Court order
- NOPD and NOHD launched Law Enforcement Assisted Diversion in 8th District with officer referrals
- NOPD officers granted greater discretion to issue summons as an alternative to arrest

**OCTOBER 2017:**
- CDC approved protocol to increase non-financial releases in Magistrate Court

**DECEMBER 2017:**
- Average Daily Population is 1,427, lowest in nearly 40 years\(^{13}\)

\(^{13}\)The jail’s population was below 1,200 until 1979 (https://www.vera.org/projects/incarceration-trends)
INITIATIVE HIGHLIGHTS
LAW ENFORCEMENT ASSISTED DIVERSION (LEAD)

PARTNERS: New Orleans Police Department (NOPD), New Orleans Health Department, Vera Institute of Justice, Metropolitan Human Services District, Women with a Vision, Orleans Public Defenders, City Attorney, Louisiana Probation and Parole, City Council, LEAD National Support Bureau

GOAL: Redirect people at risk for arrest because of mental illness, addiction, or trauma away from the jail and toward community-based treatment and services.

In 2015, the City began planning a local pre-booking diversion program based on Seattle’s innovative model, Law Enforcement Assisted Diversion (LEAD), and adopted the model in 2017. New Orleans LEAD provides NOPD officers an additional tool to respond to people in crisis by connecting them with intensive case management in lieu of arrest. Individuals who agree to diversion will work with case managers to address and mitigate the behaviors putting them at risk for arrest and other harms.

New Orleans LEAD began with a soft launch in the 8th district using officer referrals. Officers pre-identified and referred individuals known for frequent interaction with law enforcement and a case manager prioritized outreach based on frequency of interaction with law enforcement and total days detained in the jail over a three year period. In 2018, the addition of case management staff will increase program capacity and allow for arrest diversion in addition to officer referrals.

2017 ACCOMPLISHMENTS AND MILESTONES

- Brought 12 criminal justice leaders and behavioral health providers to Seattle to learn about the LEAD model
- Hired an experienced case manager
- Trained 57 officers in the 8th District
- Wrote and secured DOJ approval for NOPD’s LEAD policy
- Received additional program funding totaling $310,000 from the Bureau of Justice Assistance, RosaMary Foundation, and Rockefeller Family Fund
- Secured space for participant biopsychosocial evaluations
- Launched officer referrals and outreach in the 8th district

IMPACT
Core measures to be evaluated upon full program launch

- # of people who complete a biopsychosocial evaluation within 30 days
- % diverted to LEAD out of all arrested on eligible charges

CHALLENGES

- Case managers have limited capacity to meet officers on-scene in a timely manner
- New Orleans has limited resources for people living with addiction, mental illness, and/or homelessness

NEXT STEPS

- Release NOPD’s LEAD policy to all officers in the 8th district
- Launch arrest diversion
- Develop a funding plan to sustain and expand case management
PUBLIC DEFENDERS AT FIRST APPEARANCE

**PARTNERS:** Orleans Public Defenders (OPD), Criminal District Court, District Attorney, Orleans Parish Sheriff’s Office

**GOAL:** To build strong pretrial release advocacy from first appearance through arraignment as a core function of public defense, ultimately to support release of persons who are likely to succeed pretrial; and to ensure that low and low-moderate risk defendants are not detained because of inability to pay bail.

**Seven-day bond reviews**

As part of this initiative, multiple agencies, including the Criminal District Court, OPD, and the District Attorney, developed a bond review process to ensure that defendants do not remain in jail solely because they cannot afford bail. The plan was codified by the Court in an order applicable to all sections of Magistrate Court.

**2017 ACCOMPLISHMENTS AND MILESTONES**

- OPD hired a strong team of attorneys and client advocates dedicated to pretrial representation
- OPD provided a dedicated supervisor and additional client advocate resources to make the initiative more effective
- Developed more effective release advocacy practices, including a process for identifying low-risk clients for advocacy and increased pre-first appearance investigation
- Seven-day bond review process codified by Criminal District Court order

**IMPACT**

- Release of Risk Level I and II (Low and Low-Moderate) defendants
  - within 3 days: 48.7% increase
  - 4-7 days: 17% increase
- Bond reviews for eligible population: 44% increase
- # days between first appearance and bond review: 8 day increase

**CHALLENGES**

- The role of defense counsel at first appearances has been historically under-resourced and under-appreciated by the other members of the system; there will be a period of acclimatization necessary for it to be accepted as vital by all parties
- Logistical impediments to good representation, such as adequate time to speak with clients before first appearance
- Delays in filing and calendaring of bond reviews

**NEXT STEPS**

- Maximize the client advocates in support of the dedicated attorneys
- Plan towards a long-term goal of continuity of representation, including strong early release advocacy
- Maximize the percentage of eligible defendants for whom a seven-day bond review motion is filed for timely review
RISK ASSESSMENT TOOL

**PARTNERS:** Louisiana Supreme Court, Criminal District Court, Pretrial Services, District Attorney, Orleans Public Defenders, Baptist Community Ministries, Foundation for Louisiana, Vera Institute of Justice

**GOAL:** Implement the Arnold Foundation’s Public Safety Assessment (PSA) and create guidelines for use of risk information to assist judges and commissioners in making risk-based release decisions consistent with best practices; overcome remaining resistance to using a risk-based approach to make release decisions.

### 2017 ACCOMPLISHMENTS AND MILESTONES
- Launched a PSA Implementation Team and working groups

### IMPACT
Core measures to be evaluated upon program launch
- Percentage of assessed defendants released within three days

### CHALLENGES
- The process to initiate the Implementation Team and technical assistance from the Arnold Foundation was slow to start, but now the team is moving quickly

### NEXT STEPS
- Develop Pretrial Release Decision-Making Framework
- Train stakeholders in use of PSA tool
- Adoption of PSA tool by Pretrial Services

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**Key components of the PSA model**

**Public Safety Assessment- measure risk**
Uses evidence-based, neutral information to predict risk of:
- New Criminal Activity (NCA)
- New Violent Criminal Activity (NVCA)
- Failure to Appear (FTA)

**Decision Making Framework- manage risk**
Creates a tiered set of release decision recommendations based on:
- PSA results (NCA scale, FTA scale, NVCA flag)
- Current charge
- Local resources
RELEASE ON RECOGNIZANCE

PARTNERS: Criminal District Court, Orleans
Public Defenders, District Attorney, Pretrial Services

GOAL: Increase the use of non-financial release
(i.e. “release on recognizance (ROR)”) in Magistrate
Court for lower risk defendants whose charges
are legally eligible. Increase the use of nominal
bonds for defendants who are lower risk, but whose
charges are ineligible for a ROR.

A Release on Recognizance (ROR) allows a
defendant to be released after promising, in writing,
to appear in court for all upcoming proceedings.
With this type of release, no bail money is paid to
the court and no bond is posted. This initiative
developed a protocol to encourage the use of ROR
for lower-risk and misdemeanor defendants. Since
ROR eligibility is charge-based, the protocol also
encourages a nominal bond to be set for defendants
who are low risk but have a charge that is legally
ineligible for an ROR.

2017 ACCOMPLISHMENTS AND MILESTONES
• Piloted the ROR Expansion initiative in one
  section of Magistrate Court
• RORs in pilot section nearly doubled for eligible
defendants, while average length of stay in jail
decreased 83%
• The pilot was expanded to three additional
  sections of Magistrate Court in October (M2-M5)

• Failure to appear and re-arrest rates did not
  increase significantly under the pilot compared
to those released on financial bond in other
  Magistrate sections

IMPACT
• 41% increase in ROR rate for eligible defendants
• 2-day decrease in average length of stay for eligi-
  ble defendants

CHALLENGES
• Defendants who were released with additional
  conditions, such as mandatory drug testing and/
  or pretrial supervision, had significantly higher
  failure to appear rates than defendants without
  conditions
• One section of Magistrate Court declined to
  participate in the initiative

NEXT STEPS
• Track results across participating sections and
  troubleshoot issues as they arise
• Continue to increase the use of RORs and limit
  conditions placed on lower-risk defendants
JUSTICE SYSTEM ADMINISTRATOR

PARTNERS: Orleans Parish Sheriff’s Office (OPSO), Louisiana Probation and Parole, Criminal District Court, Clerk of Criminal District Court, Orleans Public Defenders, Office of Performance and Accountability

GOAL: Create a senior position within OPSO to help reduce the jail population by expediting release for defendants who are lower risk or otherwise would be better served in the community and addressing process issues and delays to reduce length of stay.

During the planning phase, it became evident that the jail population was, in part, driven by a myriad of process issues, from people falling through the cracks to inefficient paperwork processes. To remedy this issue, a position was created within the Sheriff’s office dedicated to identifying and addressing process issues that lead to delays and longer lengths of stays.

2017 ACCOMPLISHMENTS AND MILESTONES
• The Justice System Administrator (JSA) was hired in July 2017
• The JSA has improved various processes that lead to unnecessarily long stays in jail, including:
  • Expediting transportation of sentenced defendants to the state Department of Corrections

• Improving coordination with the local probation and parole office to avoid delays and unnecessary detention for alleged probation and parole violations
• Identifying inmates who could be released to hospitals or community service providers

IMPACT
• The average LOS of defendants with multiple matters increased by 17 days

CHALLENGES
• Because there are numerous process issues, prioritizing remains a challenge
• Implementation of a new jail management system will require adjustments and could delay the JSA’s work

NEXT STEPS
• Create a policy to fast-track the booking process for municipal defendants eligible for non-financial release under a new Municipal Bail Ordinance
• Work with key stakeholders to reduce the amount of time between booking and appearance in front of a judge for defendants arrested on warrants and detainers
PARTNERS: Louisiana Probation and Parole, Clerk of Criminal District Court, Criminal District Court, Orleans Parish Sheriff’s Office, District Attorney, Orleans Public Defenders

GOAL: Ensure that pre-adjudicated, alleged probation and parole violators move efficiently through the system; decrease the number of probationers/parolees who are held on a detainer pending revocation proceedings by encouraging discretion in filing detention paperwork when probationers/parolees are arrested on a new charge; and encouraging Criminal District Court judges to lift detainers when appropriate.

10-day detention hearings

When people who are on probation are arrested, often facing new charges, a “detainer” is routinely filed to prevent them from posting bond or otherwise being released from jail. This initiative aims to create a new court hearing within 10 days of arrest for defendants in this situation. At that hearing, the judge determines if the defendant can be released pending the court proceedings to resolve the alleged probation violations.

2017 ACCOMPLISHMENTS AND MILESTONES

• Parole officers no longer file detainers for parolees arrested on certain new charges, unless the circumstances warrant a detainer
• Sheriff’s Office no longer automatically detains probationers and parolees arrested for new charges unless the probation officer files a detainer
• Created a data dashboard to track and monitor the detention of probationers and parolees
• Criminal District Court convened stakeholders from all relevant agencies to develop a process to schedule 10-day detention hearings

In July 2017, one section of court started piloting the process and two additional sections of court joined the pilot in November

IMPACT

• The total number of bookings of alleged probation violators increased by 34 people
• 81% of alleged probation violators received a hearing to review detention in pilot sections
• ADP of alleged probation violators increased by 24 people
• Average LOS for probationers booked on a new charge decreased by 10 days

CHALLENGES

• The state’s Justice Reinvestment Initiative requires agency-level changes which has put a strain on Probation and Parole officers and administrators
• Probation and Parole’s New Orleans District was without a physical office for much of 2017
• The process to notify the court of a person’s arrest is often delayed, which can in turn push back the 10-day detention hearings for probationers

NEXT STEPS

• Expand data dashboard to monitor changes in Probation and Parole policies
• Continue to increase collaboration among the City, Criminal District Court, Sheriff’s Office, and Probation and Parole
• Expand 10-day detention hearings to the rest of Criminal District Court in 2018
**COMMUNITY ADVISORY GROUP**

**PARTNERS:** Baptist Community Ministries

**GOAL:** Establish a Community Advisory Group (CAG) that will monitor implementation efforts, communicate those impacts to the community, and solicit feedback from the community to support SJC initiatives and the JPM Subcommittee.

The Community Advisory Group was formed to support and promote the community’s role in the New Orleans’ Safety and Justice Challenge. Members represent different races, genders, ages, underserved populations, professions, and geographic parts of the city, and include individuals who have been involved in the justice system as defendants and/or victims. The Community Advisory Group has three seats on the Jail Population Management Subcommittee of the Criminal Justice Council, and is an integral part of the New Orleans’ Safety and Justice Challenge effort.

**2017 ACCOMPLISHMENTS AND MILESTONES**

- Established CAG Organization Structure
  - 2 Co-Chairs, 3 JPM Subcommittee Members, 4 workgroups
- Selected 3 CAG members to sit on the JPM Subcommittee
  - Generated discussions re: law enforcement policy and practices

**IMPACT**

- Meetings were attended by 75% of members, on average
- Improved internal and external communication
- Initiated and provided additional input in JPM Subcommittee Meeting discussions

**CHALLENGES**

- Uncertainty regarding continued financial support for SJC
- Community involvement and education
- Current Louisiana statutes and agency policies limit the success of the Safety and Justice Challenge initiatives

**NEXT STEPS**

- Create an engagement and outreach strategy to ensure sustainability of SJC efforts
- Continued accountability of JPM Subcommittee, law enforcement, and judicial partners
- Foster relationships with the public, JPM Subcommittee, law enforcement, and elected officials
INDIGENCY ASSESSMENT

PARTNERS: Criminal District Court

GOAL: Create a tool to guide the court’s assessment of a defendant’s ability to pay and scale fines and fees accordingly at the time of sentencing.

When defendants are convicted and sentenced, the judge ruling over the case will routinely impose a series of fines and fees. The average amount imposed in felony cases in 2015 was $1,125.\(^6\) When imposed without taking into account defendants’ ability to pay, these costs can lead to further entanglement into the criminal justice system. Under this initiative, the court will create a tool to guide judges in assessing defendants’ ability to pay at sentencing and scaling fines and fees accordingly. This tool is expected to reduce failures to appear for payment and associated arrest warrants.

2017 ACCOMPLISHMENTS AND MILESTONES

- Developed a draft form to guide the Court’s ability to pay assessment at sentencing
- Initial conversations with Criminal District Court judges about piloting the tool in 1-2 sections

IMPACT

Core measures to be evaluated upon program launch

- Compliance rate (% of court decisions in line with guidelines)
- # capiases issued in CDC for failure to appear for payment
- # bookings with capias related to failure to pay fines and fees from CDC

CHALLENGES

- Plans to pilot the form in Criminal District Court did not materialize in 2017

NEXT STEPS

- Implement the form in all sections of Criminal District Court
- Create a Bench Card that summarizes the requirements of the new state law\(^7\)

\(^6\)Laisne et al., Past Due.

\(^7\)ACT 260 was passed by the State Legislature in 2017. It mandates an ability to pay assessment before imposing fines and fees and will take effect on August 1, 2018.
MEASURING OUTCOMES AND IMPACT

METHODOLOGY

There are two key data points that determine the size of a jurisdiction’s jail: the number of bookings and the average length of stay. These data points, along with average daily population, are tracked every month to determine whether New Orleans is making progress toward its overall goal of a smaller jail population.

New Orleans has committed to reducing its jail population 21%, from a baseline average of 1,617 to 1,277, by mid-2019. This target was developed by analyzing the potential impact of every initiative in the plan, based on the number of people who could possibly be and how many were likely to be impacted by the initiative, and their average length of stay in the jail. After accounting for defendants who might be impacted by multiple initiatives, we projected the population could be reduced 21% with these efforts.

Every initiative in the Safety and Justice Challenge plan has a set of performance indicators that are tracked on a quarterly basis and shared with the members of the Jail Population Management Subcommittee. The reports are also made available to the public on the Mayor’s Office of Criminal Justice Coordination’s website (www.nola.gov/ocjc).

The MacArthur Foundation has engaged the Institute for State and Local Governance at the City University of New York to independently verify changes in the jail’s population and the impact of individual initiatives using local data. The Institute will produce annual reports starting in 2018 that examine performance measure trends for each initiative, and share the findings with the Foundation and each jurisdiction. This information will be used to confirm progress and help jurisdictions shift their approach if the data shows less impact than expected.
OVERALL POPULATION TRENDS
JAIL POPULATION

JAIL POPULATION COMPARISON

- Population
- Baseline
Target = 1277
## INITIATIVE PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>BASELINE (2015)*</th>
<th>2017</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAW ENFORCEMENT ASSISTED DIVERSION (LEAD)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># people who complete a biopsychosocial evaluation within 30 days</td>
<td>NA</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>% diverted out of all arrested on eligible charges</td>
<td>NA</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td><strong>INCREASE SUMMONS THROUGH IMPROVED POLICY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># custodial arrests eligible for expanded criteria</td>
<td>426*</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>% summons-eligible arrests that are custodial</td>
<td>19%*</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Failure to appear (FTA) rate for summoned defendants</td>
<td>44%</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td><strong>REDUCE ARRESTS FOR OUT-OF-PARISH WARRANTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># people arrested with an out-of-parish warrant only</td>
<td>1308</td>
<td>798</td>
<td></td>
</tr>
<tr>
<td><strong>EXPAND RORS IN CRIMINAL DISTRICT COURT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Risk Level I and II defendants with ROR eligible charges ROR’d at FA</td>
<td>29%</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>Average LOS for Risk Level I and II only defendants with ROR eligible charges</td>
<td>27</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td><strong>OPD AT FIRST APPEARANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Risk Level I and II (Low and Low-Moderate) Defendants released within 3 days</td>
<td>38%*</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>% Risk Level I and II (Low and Low-Moderate) Defendants released between 4-7 days</td>
<td>8%*</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td><strong>BOND REVIEW INSTITUTIONALIZATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% eligible population that receives a bond review</td>
<td>24%</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>% bond reviews that result in lowered bail or ROR (released within 2 days of hearing)</td>
<td>48%*</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>Average # days between first appearance and bond review</td>
<td>25</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td><strong>PSA MODEL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% assessed defendants released within 3 days</td>
<td>36%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td><strong>EXPEDITED ARREST TO ARRAIAGMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average # days between arrest and screening decision for eligible population</td>
<td>44</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Average LOS for eligible population (pretrial period only)</td>
<td>50</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td><strong>JAIL FACILITATOR (JUSTICE SYSTEM ADMINISTRATOR)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average LOS for defendants with multiple matters</td>
<td>33</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td><strong>ARREST ON CAPIAS DOCKET POLICY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of arrests with FAOC hearings within two days</td>
<td>11%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Average # of days between defendants arrested on capias and FAOC court appearance</td>
<td>8</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td><strong>MULTI-COURT CASE PROCESSING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% defendants with multiple pending matters</td>
<td>59%</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>Average LOS for defendants with multiple pending matters</td>
<td>33</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td># cases split across courts stemming from the same arrest</td>
<td>513</td>
<td>509</td>
<td></td>
</tr>
</tbody>
</table>
**New Orleans Safety and Justice Challenge | Annual Report**

### OPSEO TRANSPORT TO COURT POLICIES AND PROCEDURES

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>% court events re-set because defendant in custody</td>
<td>7%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>Average # days between missed court date and re-set court date</td>
<td>23</td>
<td>12</td>
<td>-11%</td>
</tr>
</tbody>
</table>

### IMPROVE OPSEO TRANSPORT TO DOC

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average # days between sentencing date (all cases closed) and transfer</td>
<td>25</td>
<td>24</td>
<td>-4%</td>
</tr>
<tr>
<td>% DOC-sentenced inmates transferred to DOC custody within 10 days</td>
<td>14%</td>
<td>29%</td>
<td>15%</td>
</tr>
</tbody>
</table>

### MAXIMIZE USE OF ADMINISTRATIVE SANCTIONS

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td># probationers booked with a technical violation only</td>
<td>151</td>
<td>60</td>
<td>-61%</td>
</tr>
<tr>
<td># probation violators who received an administrative sanction</td>
<td>Unk</td>
<td>Unk</td>
<td>Unk</td>
</tr>
</tbody>
</table>

### PROBATION AND PAROLE DETENTION GUIDELINES

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td># bookings of alleged probation violators**</td>
<td>1063</td>
<td>1107</td>
<td>4%</td>
</tr>
<tr>
<td>% alleged probation violators that receive a hearing to review detention in pilot sections</td>
<td>NA</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>ADP of alleged probation violators**</td>
<td>188</td>
<td>212</td>
<td>14%</td>
</tr>
<tr>
<td>Average LOS for probationers booked on a new charge</td>
<td>122</td>
<td>112</td>
<td>-9%</td>
</tr>
<tr>
<td>Average LOS for parolees booked on a new charge</td>
<td>141</td>
<td>157</td>
<td>12%</td>
</tr>
</tbody>
</table>

### IMPROVE PROBATION AND PAROLE VIOLATION PROCESS

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average LOS for alleged probation and parole violators</td>
<td>98</td>
<td>110</td>
<td>13%</td>
</tr>
</tbody>
</table>

### INDIGENCY ASSESSMENT AT SENTENCING

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance rate (% of court decisions in line with guidelines)</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td># capiases issued in CDC for failure to appear for payment</td>
<td>5561</td>
<td>4069</td>
<td>-26%</td>
</tr>
<tr>
<td># bookings with capiases related to failure to pay fines and fees from CDC</td>
<td>2041</td>
<td>1602</td>
<td>-21%</td>
</tr>
</tbody>
</table>

### COURT DATE REMINDER SYSTEM

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td># bookings on FTA warrants</td>
<td>2303</td>
<td>2131</td>
<td>-7%</td>
</tr>
<tr>
<td>FTA rate for non-detained defendants in Muni Court</td>
<td>46%</td>
<td>49%</td>
<td>3%</td>
</tr>
<tr>
<td>FTA rate for non-detained defendants in CDC</td>
<td>24%</td>
<td>26%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### REDESIGN LANGUAGE ON SUMMONS AND SUBPOENA FORMS

<table>
<thead>
<tr>
<th>Measure</th>
<th>2015</th>
<th>2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td># bookings on FTA warrants</td>
<td>2303</td>
<td>2131</td>
<td>-7%</td>
</tr>
<tr>
<td>FTA rate for summons</td>
<td>44%</td>
<td>54%</td>
<td>10%</td>
</tr>
</tbody>
</table>

---

**Note:**

*Original printing of the report was corrected to remove parole from the measure. Data reflects the probation population only.*
JUSTICE REINVESTMENT INITIATIVE

The Justice Reinvestment Initiative is a data-driven approach to improve public safety, reduce corrections and related criminal justice spending, and re-invest savings in strategies that can decrease crime and reduce recidivism. The Louisiana Justice Reinvestment Task Force, a bipartisan group convened by Governor John Bel Edwards and composed of law enforcement, court practitioners, community members, and legislators, spent 10 months studying the drivers of Louisiana’s prison population and associated costs. In March 2017, the Task Force released a report of its findings and recommendations for legislative reform. Those recommendations were developed into 10 bills, all of which passed the Louisiana Legislature with strong bipartisan majorities. The reform package includes:

- Reductions in probation and prison terms for drug, property, and other non-violent crimes.
- Elimination of some mandatory minimum prison terms.
- Expansion of opportunities for release from prison, including for some of Louisiana’s longest-serving inmates.
- Restrictions on criminal justice fines and fees, and debt forgiveness for those who make consistent payments.
- Improvements related to victim notification and input.

THE PRICE OF JUSTICE: RETHINKING THE CONSEQUENCES OF JUSTICE FINES AND FEES

The Price of Justice is a project of the federal Bureau of Justice Assistance aimed at reexamining the justice system’s use of fines and fees and helping jurisdictions ensure their justice fines and fees are consistent with constitutional guarantees of equal protection and due process. In 2016, Louisiana was one of five states to receive funding through the project. With this support, the Louisiana Supreme Court will:

- Increase transparency by creating a publicly available database listing all fines and fees that can be imposed, including a system to track those fines and fees that is searchable by individual and date of payment.
- Develop Louisiana-specific statewide best practices and support for local courts to implement those best practices.
- Educate and engage local courts, clerks, sheriffs, and other justice system stakeholders to increase collaboration and data sharing.
- Develop alternative consequences for unpaid fines and fees that will promote rehabilitation.

MUNICIPAL BAIL ORDINANCE

On January 12, 2017 the New Orleans City Council enacted an ordinance that allows most people charged with municipal offenses to be automatically released without up-front payment of bail. For charges that do not allow for automatic release on recognizance, a first appearance hearing must occur within 24 hours and any financial bail set may not result in detention. The ordinance also limits the maximum bail amount to $2,500. The Municipal Bail Ordinance has generated positive national attention as a model for how localities can move away from reliance on economic status to determine pretrial release or detention.
Many of the initiatives that began in 2017 are still early in the implementation stage. In the coming year, these initiatives will continue to evolve and thrive, building upon the work accomplished to date.

- **Pre-Booking Deflection** will move from its soft launch phase to full operation in the 8th district with the addition of case management staff.
- **Pretrial advocacy and risk-based decision-making** will be given more support and structure with the launch of the Public Safety Assessment this coming spring.
- **Criminal District Court** will use a strategically developed tool to guide their assessment of fines and fees at sentencing, bringing court-wide practice in line with recent legal changes.
- **Defendants** will be notified of upcoming court dates as well as failures to appear with the launch of a court date notification system.

New Orleans has seen its criminal justice landscape shift dramatically in recent history. At pivotal moments, core practices and principles were challenged and key decisions diverted our system from its historic course, altering the framework in which we operate. By changing this framework, the city created the space to examine not only practices and policies, but the ideas that drive them.

New Orleans is at a pivotal moment now, just as we were in 2005, following Hurricane Katrina, in 2010, at the beginning of Mayor’s Landrieu’s administration, and in 2015, as we developed our plan to reduce the jail population. The Safety and Justice Challenge has led to several key changes and created a foundation for continued reform. With the initial funding period coming to an end, we have the opportunity to critically examine our successes and failures and develop new strategies that leverage the momentum we have created to further jail population reduction efforts.

As we consider these strategies and plan for the future, we must keep a broader vision in mind: a vision of the kind of city we want for ourselves and our neighbors, and of the justice system that will serve us.

When we look at the system tasked with upholding justice for New Orleans and all her residents, many of our harshest societal failures and ills glare back at us. The impact of these failures weighs heavily on our City. This burden manifests in fractured families and communities, continued violence, and cycles of poverty.

Continued change requires commitment not only to the work itself, or to a smaller jail population, but to constantly evaluating how our criminal justice system is operating, examining the beliefs that inform these practices, and considering the impact on individuals and communities. With this level of commitment, New Orleans will become a model for addressing public safety without reliance on jail, and justice will be upheld at every point in the system and for all New Orleanians.
ACKNOWLEDGEMENTS

Adina Marx-Arpadi
Commissioner Albert Thibodeaux
Detective Aldeane Valentino
Alex Priebe
Alexis Kyman
Alfred Christophe III
Alix Tarnowsky
Amanda Fraser
Ameca Reali
Dr. Andrea Armstrong
Andrea Baptiste
Andy Kopplin
Anne McKinley
Annsley Stoma
Audrey Stewart
BB St. Roman
Beth Butler
Biaggio Digiovanni
Blair Boutte
Blake Arcuri
Commissioner Brigid Collins
Brittany Howard
Sergeant Bruce Glaudi
Byrne Sherwood
Judge Byron Williams
Judge Camille Buras
Captain Djuana Bierrria
Cecile Tebo
Charlene Larche-Mason
Charles West
Charmel Gaulden
Chris Bowman
Christine Breland Lobre
Colin Reingold
Corinna Yazbek
Daniel Engelberg
Daniel Murphy
Danielle Tyler
De’Anna Lavigne-Lawson
Debra Campbell
Dedra Louis
Derwyn Bunton
Judge Desiree Charbonnet
Dominique Jones
Don Everard
Donnell Bailey
Eddie Branch
Eddie Walters
Emily Rhodes
Erica Whitfield
Erika McConduit
Ethan Ashley
Flozell Daniels
Frank Palestina
Gary Maynard
Ginger Parsons
Graymond Martin
Judge Harry Cantrell
Janet Hays
Jee Park
Lieutenant Jenerio Sanders
Jerry Ward
Joel George
Joe Simmons
John Humphries
John Pourciau
Jon Wisbey
Jon Wool
Commissioner Jonathan Friedman
Jonathan Varnado
Joseph Haines
Dr. Joseph Kanter
Judge Karen Herman
Karen Wong
Kayemba Mvula
Keith Johnson
Kenneth Barnes
Judge Keva Landrum-Johnson
Lauren Anderson
Judge Laurie White
Commander Lawrence Dupree
Leo Jackson
Leon Cannizzaro
Lily Rittler
Linda Launey
Liz Elliott
Liz Keenan
Luceia LeDoux
Mahsa diZerega
Maria Alexander
Mark Burton
Mark Walters
Sheriff Marlin Gusman
Mary Dawn Pugh
Mathilde Laisne
Megan Mitchell
Meghan Garvey
Meghan Regany
Melody Chang
Michael Cowan
Superintendent Michael Harrison
Colonel Michael Laughlin
Michael Pfeiffer
Michelle Ramos
Michelle Wiley
Mike Geerken
Mike Miller
Nate Fennell
Nathaniel Weaver
Commander Nicholas Gernon
Noah Tapper
Norris Henderson
Pam Nath
Pat Bryant
Patrick Kemmerly
Deputy Chief Paul Noel
Dr. Peter Scharf
Rafael Goyeneche
Rebecca Dietz
Rob Kazik
Robert Bardy
Commissioner Robert Blackburn
Robert Jones
Robin Pittman
Robyn Burchfield
Dr. Rochelle Head-Dunham
Rose Wilson
Rosie Washington
Royce Duplessis
Dr. Samantha François
Scott Lytell
Seann Halligan
Shannon Simms
Commander Shaun Ferguson
Simone Levine
Deputy Sonya Stewart
Stacy Anderson
Dr. Stephen Phillippi
Steven Kennedy
Steven Lassalle
Councilmember Susan Guidry
Susan Lindsey
Terrie Guerin
Terry Clay
Theresa McKinney
Tobie Lamy
Pastor Tom Watson
Toyin Idewu
Judge Tracey Flemings-Davillier
Travers Kurr
Vedan Anthony-North
Virginia Ryan
Wendell Batiste
Will Harrell
William Brent
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