



**Jail Population Management Subcommittee
of the Sanford “Sandy” Krasnoff Criminal Justice Council**

August 23, 2016



<p>Strategy: Reduce admissions for low level offenses by targeting individuals with patterns of high reentry into the criminal justice system and/or behavioral health needs</p>	<p>Strategy: Reduce the average length of stay of lower risk felony defendants detained during the pretrial stage by focusing resources on risk-based release decisions</p>
<ul style="list-style-type: none"> • Pre-Booking Deflection Planning • Increase Summons through Improved Policy 	<ul style="list-style-type: none"> • Increase Public Defender Representation at First Appearances <ul style="list-style-type: none"> • Institutionalize Bond Reviews • Implement Arnold Public Safety Assessment and Decision-Making Framework
<p>Strategy: 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</p>	<p>Strategy: 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</p>
<ul style="list-style-type: none"> • Jail Facilitator • Policy to Resolve Municipal Court Cases for Defendants with Felony Sentences 	<ul style="list-style-type: none"> • Probation and Parole Detention Guidelines • Improve Probation and Parole Process
<p>Strategy: Reduce racial and ethnic disparities in the criminal justice system</p>	<p>Strategy: Regularly monitor progress according to pre-defined benchmarks and use those data to optimize strategies as needed</p>
<ul style="list-style-type: none"> • Implicit Bias Training • Improve the Capacity of the Orleans Parish Sheriff’s Office to Collect Race/Ethnicity Data 	<ul style="list-style-type: none"> • JailSTAT • Community Engagement Forum

Jail Population Management Initiatives

Strategy: Reduce admissions for low level offenses by targeting individuals with patterns of high reentry into the criminal justice system and/or behavioral health needs

Jail Population Management Strategic Plan

- Reduce Arrests for Out-of-Parish Warrants



Supported by the John D. and Catherine T. MacArthur Foundation

- *Pre-Booking Deflection Planning*
- *Increase Summons through Improved Policy*

Jail Population Management Initiatives

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

Jail Population Management Strategic Plan

- Expand CDC's use of ROR
- Pre-trial Decision Matrix



Supported by the John D. and Catherine T. MacArthur Foundation

- *Increase Public Defender Representation at First Appearances*
 - *Institutionalize Bond Reviews*
- *Implement Arnold Public Safety Assessment and Decision-Making Framework*

Jail Population Management Initiatives

Strategy: 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

Jail Population Management Strategic Plan

- Expedited Arrest to Arraignment for Victimless Crimes
- Arrest on Capias Docket Policy
- Multi-Court Case Processing
- OPSO Transport to Court Policies and Procedures
- Improve OPSO Transport to DOC
- Implementation of aiSmartBench in Municipal Court
- Broader Implementation of aiSmartBench in Criminal District Court



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- *Jail Facilitator*
- *Policy to Resolve Municipal Court Cases for Defendants with Felony Sentences*

Jail Population Management Initiatives

Strategy: 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

Jail Population Management Strategic Plan

- Maximize Use of Administrative Sanctions
- Decrease Impact of Detainers on Probationers



Supported by the John D. and Catherine T. MacArthur Foundation

- *Probation and Parole Detention Guidelines*
- *Improve Probation and Parole Process*

Jail Population Management Initiatives

Strategy: Reduce racial and ethnic disparities in the criminal justice system

Jail Population Management Strategic Plan

- None



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- *Implicit Bias Training*
- *Improve the Capacity of the Orleans Parish Sheriff's Office to Collect Race/Ethnicity Data*
- *TBD*

Jail Population Management Initiatives

Strategy: Regularly monitor progress according to pre-defined benchmarks and use those data to optimize strategies as needed

Jail Population Management Strategic Plan

- (Jail Population Management Subcommittee Quarterly Reporting Meetings)



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- *JailSTAT*
- *Community Engagement Forum*

Jail Population Management Initiatives

Strategy: Reduce admissions for warrants by decreasing FTA rates in CDC and Municipal Court

Jail Population Management Strategic Plan

- Indigency Assessment at Sentencing
- Traffic Court Fines and Fees
- Court Date Notification/Reminder System
- Redesign Language on Subpoena Form & Summons Form



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- *None*



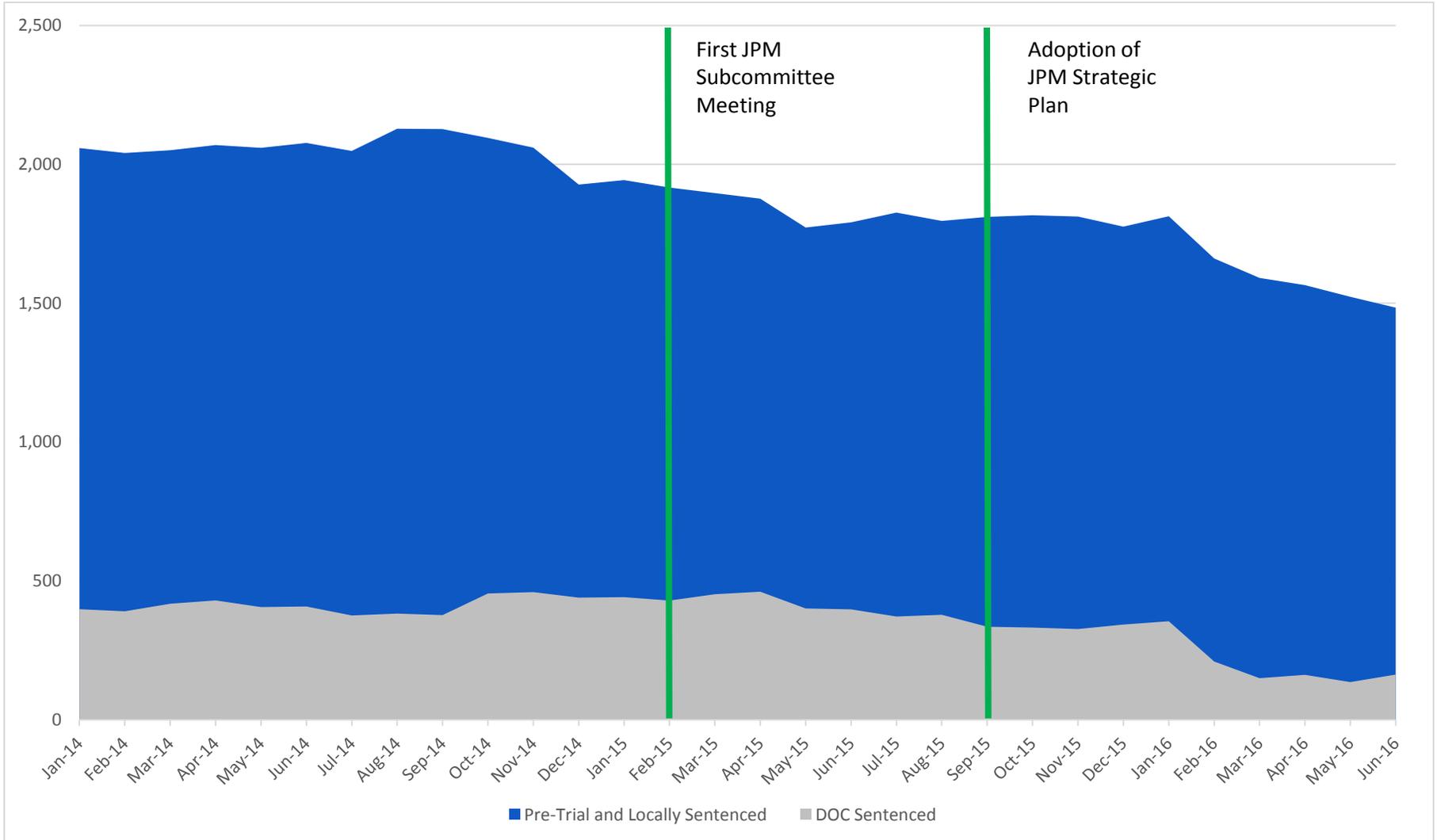
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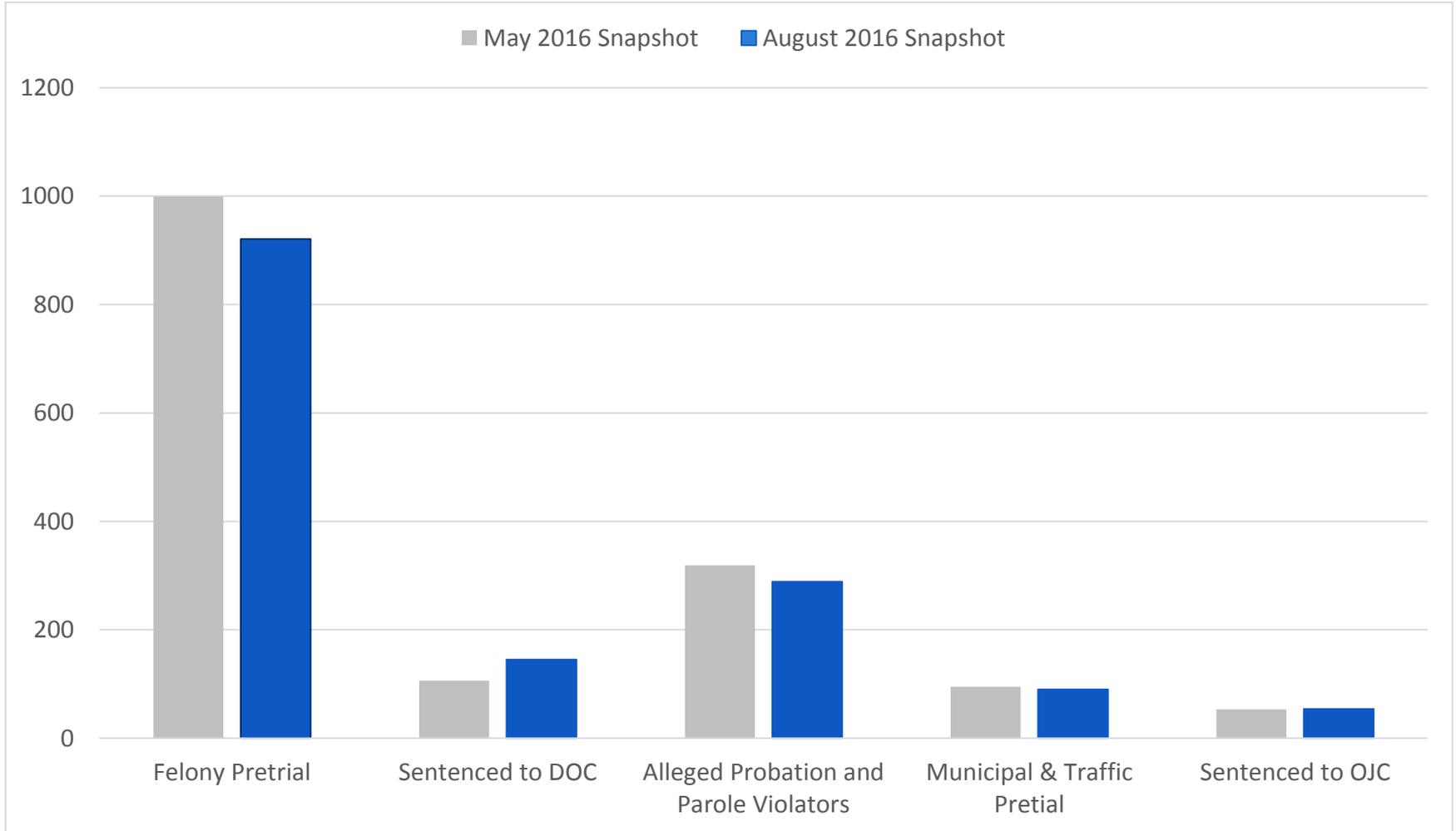
SYSTEM LEVEL TRENDS

Orleans Parish Prison Population Trends, 2014 - 2016



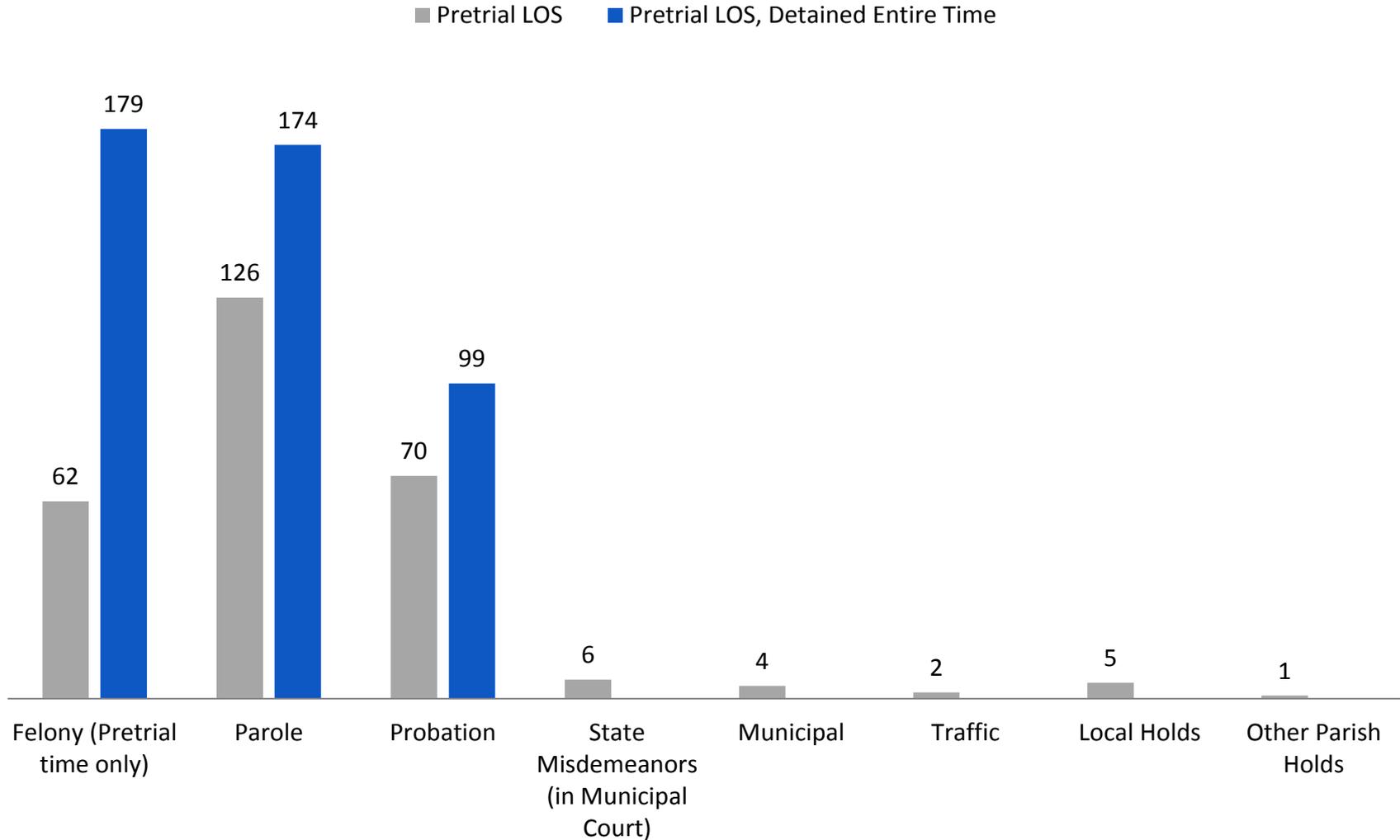
SYSTEM LEVEL TRENDS

Comparison of Jail Population from May 2016 and August 2016 Snapshots



SYSTEM LEVEL TRENDS

Comparison of Inmate Length of Stay, in days, for inmates released April 2016 – June 2016

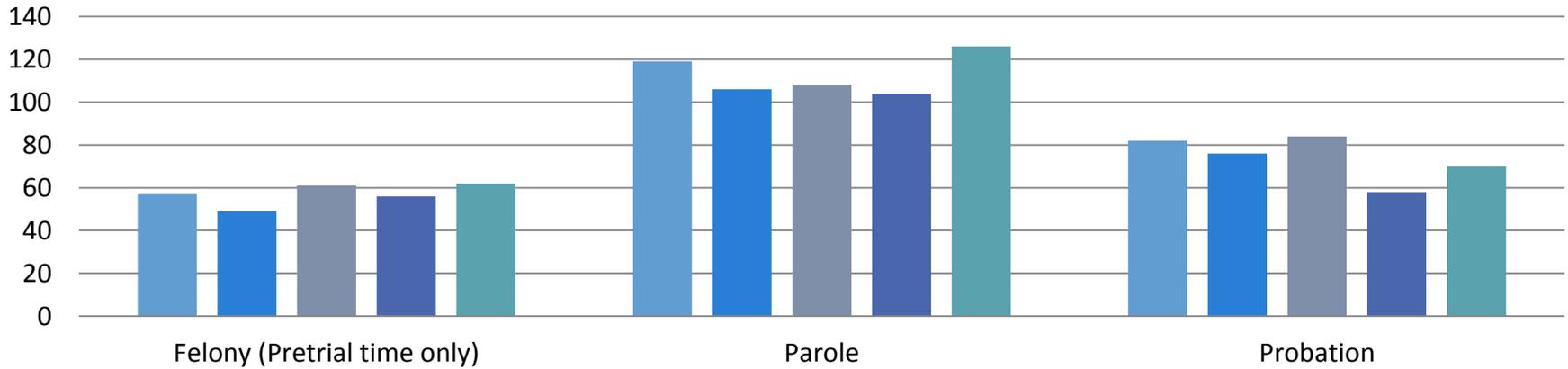


ACTION ITEMS

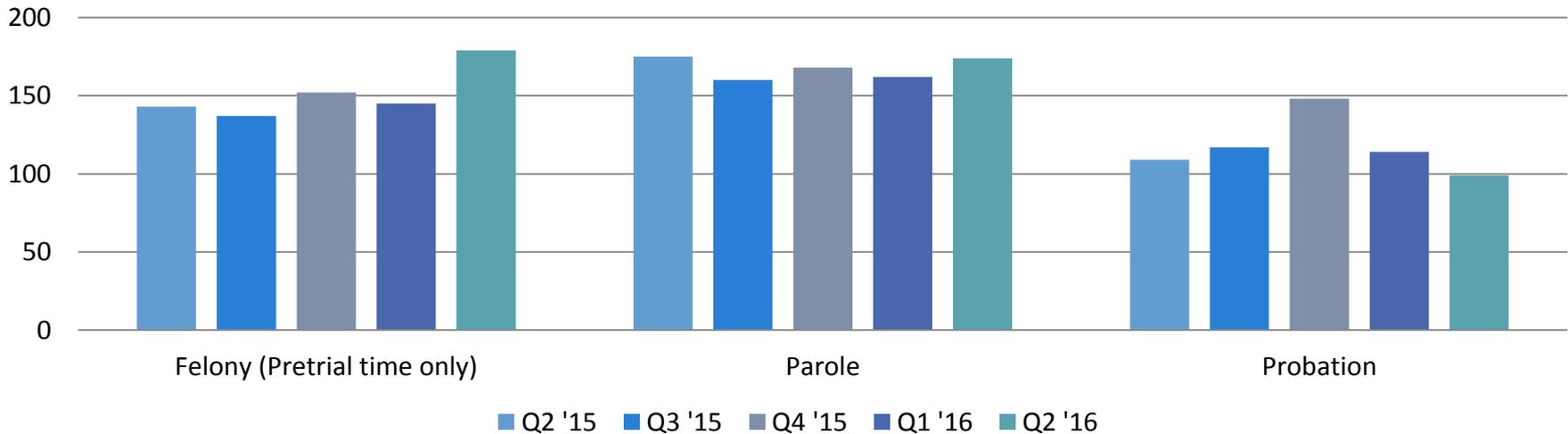
#	Action Item	Initiative	Responsible Party	Assigned	Status
1.	Explore use of text message reminders for lawyers in addition to defendants	Court Date Notification/Reminder System	Office of Criminal Justice Coordination	2/11/2016	Complete
2.	Develop protocol for probation officers to routinely send notice to CDC Judges regarding use of administrative sanctions	Maximize Use of Administrative Sanctions	Steve Lassalle	2/11/2016	Complete
3.	Review list of ROR-eligible defendants who did not receive an ROR and create list of challenges	Expand Criminal District Court's Use of ROR	Judge White, Office of Criminal Justice Coordination	2/11/2016	Complete
4.	Send OCJC information on budgetary needs	Broader Implementation of aiSmartBench in CDC	Clerk of Court	2/11/2016	Complete
5.	Conduct data analysis on pretrial length of stay for defendants released between April and September, 2015	N/A –Request from Subcommittee	Office of Criminal Justice Coordination	6/3/2016	Complete
6.	Explore inclusion of mobile phone numbers on summons forms	Redesign Summons/Subpoena Forms	NOPD, Office of Criminal Justice Coordination	6/3/2016	In Progress
7.	Re-apply for LA Supreme Court grant including application for funding three additional judges	Implementation of aiSmartBench in Municipal Court	Judge Charbonnet	6/3/2016	N/A

SYSTEM LEVEL TRENDS

Average Length of Stay



Average Length of Stay, Detained Entire Pretrial Period



■ Q2 '15 ■ Q3 '15 ■ Q4 '15 ■ Q1 '16 ■ Q2 '16

ACTION ITEMS

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7.	Re-apply for LA Supreme Court grant including application for funding three additional judges	Implementation of aiSmartBench in Municipal Court	Judge Charbonnet	6/3/2016	N/A

POPULATION DRIVER #1: NUMBER OF ADMISSIONS

Initiatives

- Indigency Assessment at Sentencing
- Fines and Fees Amnesty
- Court Date Notification/Reminder System
- Redesign Language on Summons and Subpoenas Forms
- Maximize Use of Administrative Sanctions
- Reduce Arrests for Out-of-Parish Warrants

Measures	2014	2015	2016				
			Q1	Q2	Q3	Q4	Total
Number of Admissions	25,677	21,040	4,837	4,292			9,129

INDIGENCY ASSESSMENT AT SENTENCING

Initiative Sponsor:
Charles West

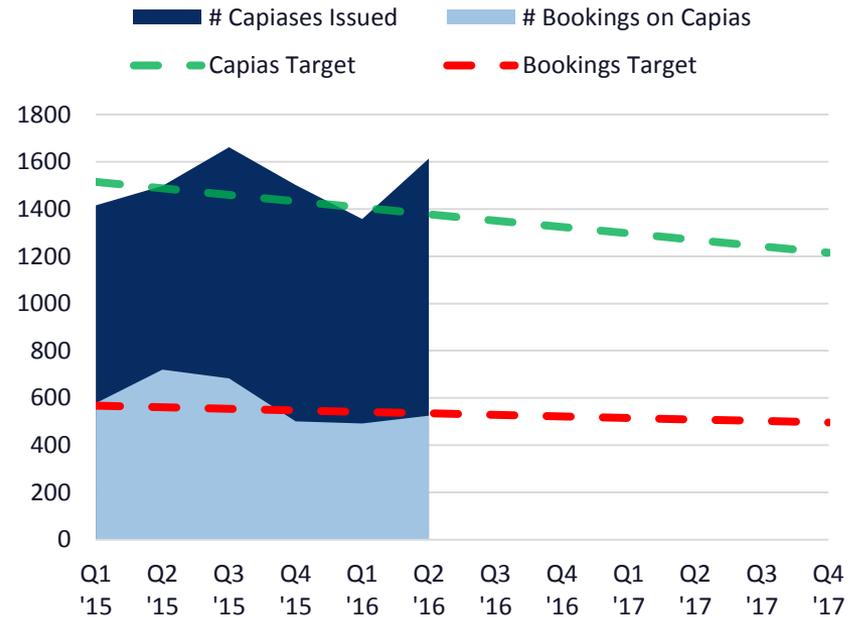
Create a tool that assesses indigency and recommends how to scale discretionary fees and fines correspondingly

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Meet with Municipal Judges to learn about practices in individual courtrooms 	Complete
<ul style="list-style-type: none"> Pilot indigency assessment in Municipal Court to better understand impact of scaling fees and fines on FTA rate and budget in that Court 	Not started

Challenges

<ul style="list-style-type: none"> Criminal District Court is involved in an ongoing lawsuit that makes discussion of indigency more complicated



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# bookings with capias related to failure to pay fines and fees	2,899	2,482	492	525			1,017	1,984
# capiases issued for failure to pay/appear	6,645	6,078	1,358	1,614			2,972	4,862

TRAFFIC COURT FINES AND FEES

Initiative Sponsor:
Judge Bobby Jones

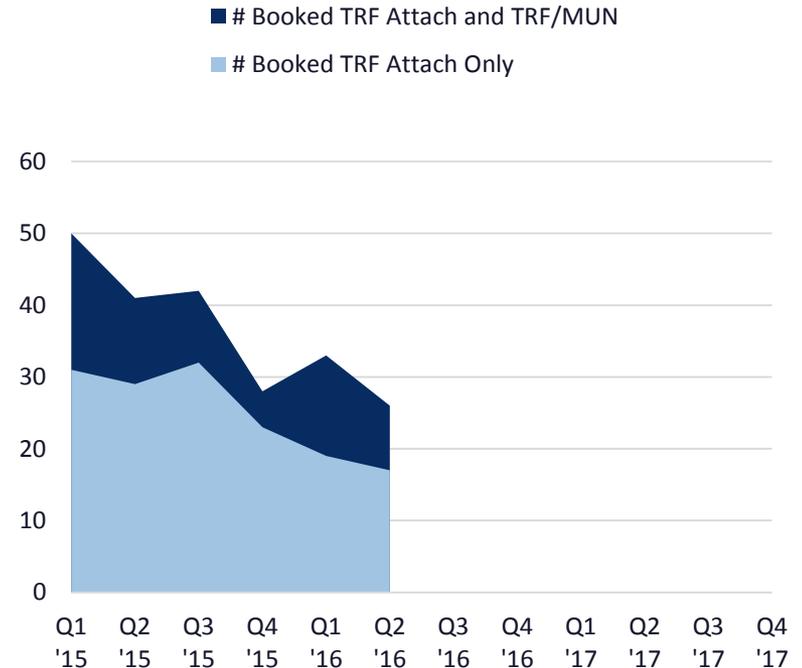
Support Judge Jones' work with "Muni at the Mission" program led by Judge Early in Municipal Court

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> City to coordinate with Judge Early and OPD to increase advertising and connect to service providers 	Complete
<ul style="list-style-type: none"> Explore other locations in the city that could host a successful event 	In progress
<ul style="list-style-type: none"> Observe August "Muni at the Mission" event to better understand capacity for data tracking 	Complete

Challenges

- None



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# booked with TRF attachment only	308	115	19	17			35	TBD
# outstanding attachments recalled	Unknown							TBD

COURT DATE NOTIFICATION/REMINDER SYSTEM

Initiative Sponsor:
Sarah Schirmer

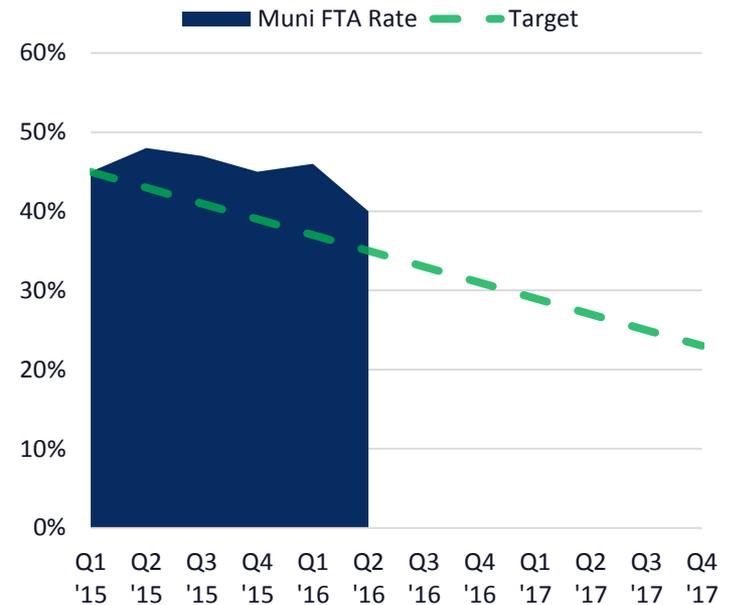
Implement a system that will text defendants to remind them of upcoming and recently missed court dates

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Identify services vendor 	In progress
<ul style="list-style-type: none"> Identify data source 	In progress

Challenges

- How to collect defendants' mobile numbers to enroll into the messaging service and update phone numbers when necessary

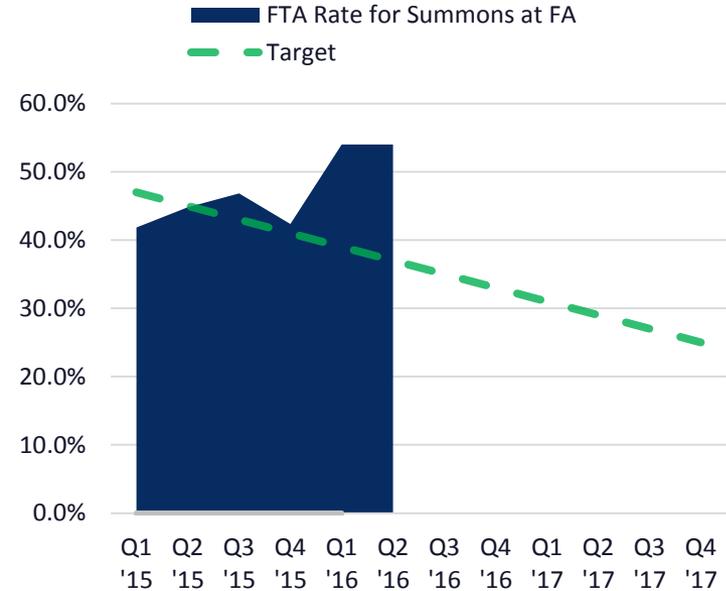


Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# bookings on FTA warrants	2,603	2,303	414	516			930	1,844
FTA rate for non-detained defendants in Muni Court	41%	46%	46%	40%			43%	28%
FTA rate for non-detained defendants in CDC	22%	24%	26%	24%			TBD	18%

Re-design forms to clarify time, date, and location of court so process is easier to understand for defendants

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Collect feedback from end users on current summons and subpoena forms 	Not started
<ul style="list-style-type: none"> Create mock up of new form and distribute for feedback 	In progress
<ul style="list-style-type: none"> Learn production costs and process 	In progress



Challenges

- None

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# bookings on FTA warrants	2,603	2,303	414	516			930	2,072
FTA rate for summons	40%	44%	54%	54%			54%	33%
FTA rate for subpoena'd court appearances in Muni Court	51%	48%	29%	35%			22%	38%
FTA rate for subpoena'd court appearances in CDC	22%	24%	26%	24%			TBD	21%

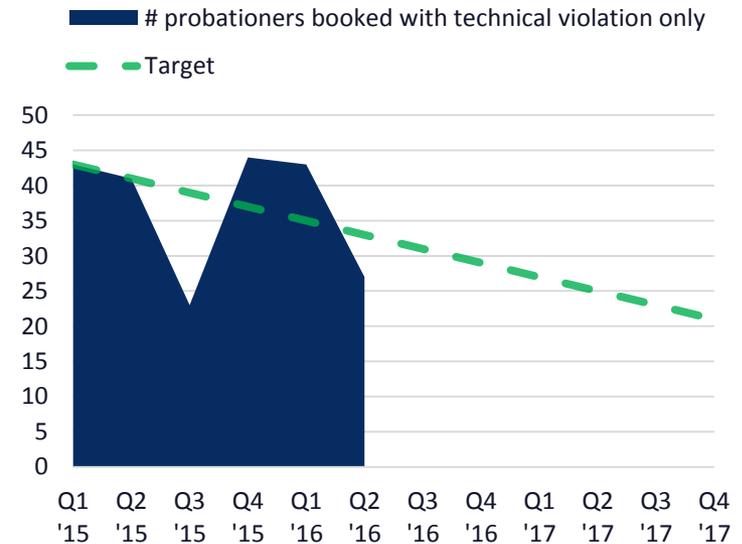
MAXIMIZE USE OF ADMINISTRATIVE SANCTIONS

Initiative Sponsor:
Steve Lassalle

Authorize probation officers to use sanctions and encourage use of sanctions instead of arrest per supervision violation grid

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Map administrative sanction process and paperwork flow across agencies 	In progress
<ul style="list-style-type: none"> Propose notification mechanism for CDC to know when a sanction was used 	Complete
<ul style="list-style-type: none"> Gather feedback from probation officers on use of sanctions through focus group 	Not started



Challenges

- Lack of physical office space makes it difficult for probation officers to use administrative sanctions
- Current tracking method can be labor intensive

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# probationers booked with a technical violation only	179	151	43	27			70	89
# probation violators who received an administrative sanction	Unknown			3			3	133

REDUCE ARRESTS FOR OUT-OF-PARISH WARRANTS

Initiative Sponsor:
Chief Paul Noel

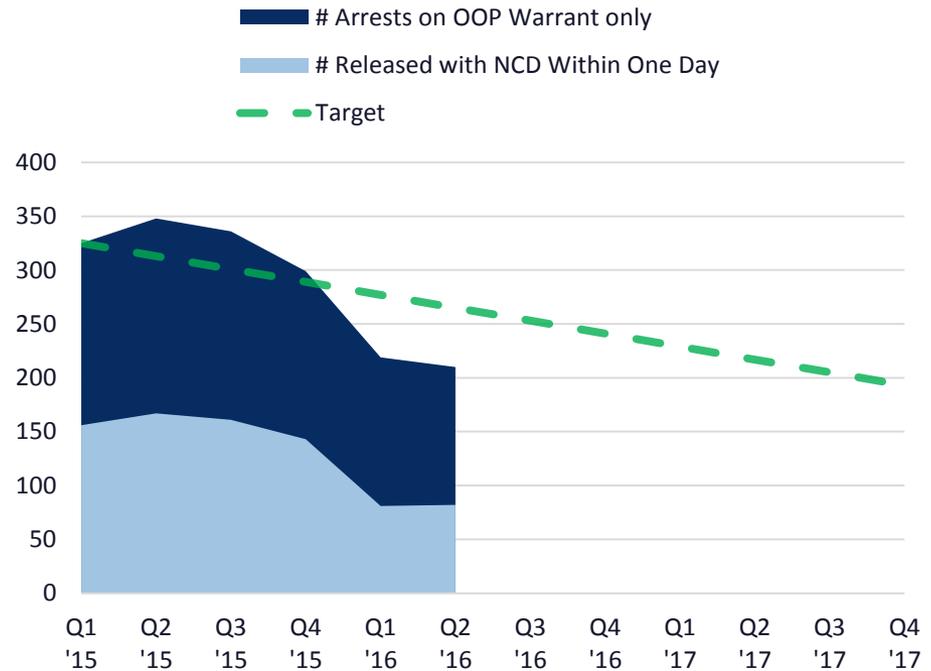
Establish process with NOPD to identify areas of improvement for eliminating arrests on only out-of-parish warrants

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Select policy change for achieving reductions in these types of arrests 	In progress
<ul style="list-style-type: none"> Determine whether other parishes, particularly Jefferson Parish, can direct officers in the comments section of warrants on whether to pick up or release 	In progress

Challenges

- This work may involve coordinating with other jurisdictions who may not have capacity to accommodate New Orleans' requests



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# people arrested with an out-of-parish warrant only	2,353	1,285	279	243			522	771

POPULATION DRIVER #2: AVERAGE LENGTH OF STAY

Initiatives

- Expedited Arrest to Arraignment Victimless Crimes
- Expand Criminal District Court's Use of Release on Recognizance
- PreTrial Release Decision Matrix
- Implementation of aiSmartBench in Municipal Court
- Broader Implementation of aiSmartBench in Criminal District Court
- Decrease Impact of Detainers on Probation Defendants
- Multi-Court Case Processing
- OPSO Transport to Court Policies and Procedures
- Arrest on Capias Docket Policy
- Improve OPSO Transport to DOC

Measures	2014	2015	2016 Q1-Q2
Average Length Of Stay	30 days	34 days	36 days

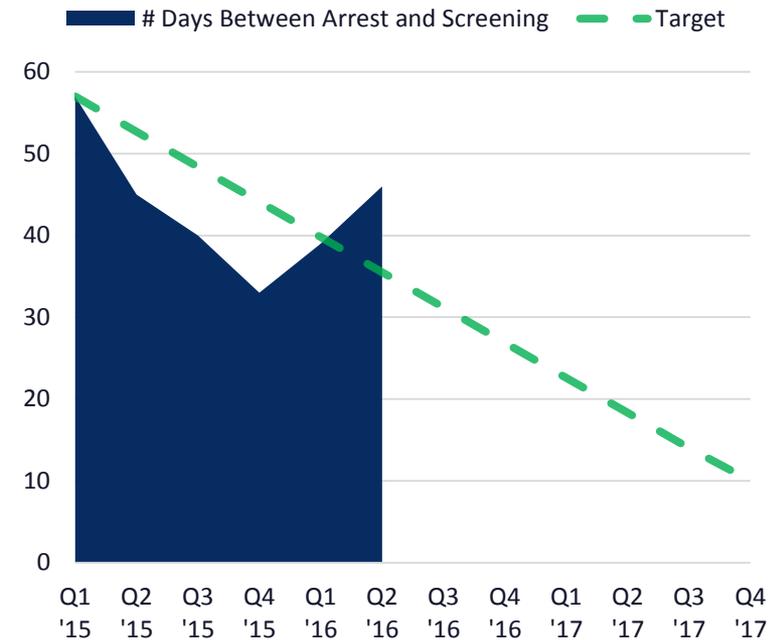
EXPEDITED ARREST TO ARRAIGNMENT FOR VICTIMLESS CRIMES

Initiative Sponsor:
Graymond Martin

Expedite completion of police reports and screening decision for defendants arrested on victimless state felony charges

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> NOPD Compliance Division review police report writing process to identify areas of delay and causes for delay 	In progress
<ul style="list-style-type: none"> Engage NOPD Field Operations to address delays 	In progress
<ul style="list-style-type: none"> Re-train A-case officers on use of Zip and Ship 	Complete
<ul style="list-style-type: none"> NOPD and NOPJF collaborate to identify and overcome challenges in quickly shipping complete report packets to OPDA 	In progress



Challenges

- NOPD supervisors require additional time to review and approve written police reports when reports are initially written with insufficient details

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
Average # days between arrest and screening decision for victimless crime defendants	50	44	39	46			43	10
Average LOS for defendants accused of victimless crimes	52	50	39	45			42	42

EXPAND CRIMINAL DISTRICT COURT'S USE OF ROR

Initiative Sponsor:
TBD

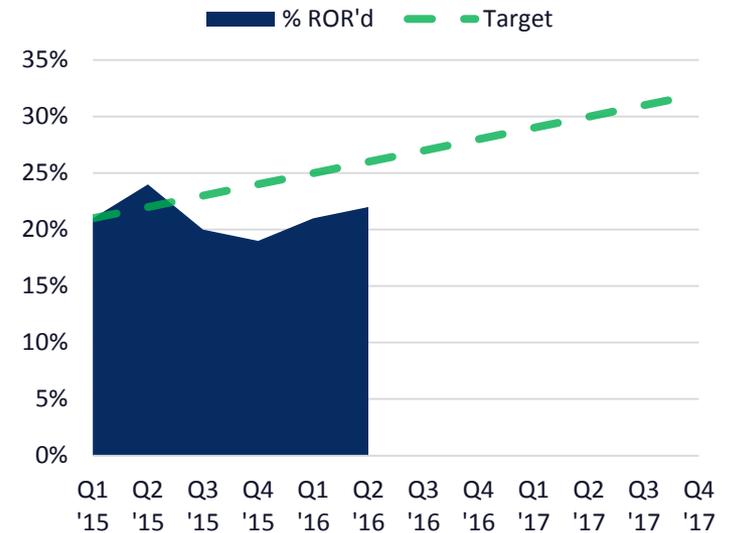
Increase the number of ROR-eligible defendants released on their own recognizance in Criminal District Court

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Review individual case lists with judicial decision-makers to build nuanced understanding of barriers to ROR 	Complete
<ul style="list-style-type: none"> Identify patterns in barriers; create "buckets" 	Complete
<ul style="list-style-type: none"> Determine which barriers can be addressed and create strategies to address them 	Complete
<ul style="list-style-type: none"> Run pilot of increased use of ROR in M5 	Not started

Challenges

- Judicial decision-makers consider other criteria in addition to charge eligibility for ROR when making ROR release decisions such as presence of other warrants or previous arrest history. This decreases the number of charge-eligible defendants who receive an ROR.



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
% of defendants with ROR eligible charges released on their own recognizance at FA	19%	21%	21%	22%			21%	33%
Average LOS for defendants with ROR eligible charges	42	50	40	53			52	36

PRETRIAL RELEASE DECISION-MAKING FRAMEWORK

Initiative Sponsor:
Justice Bernette Johnson

Create a tool for use in Magistrate Court that recommends bond amount and release mechanism based on the Public Safety Assessment

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Share risk principles in decision matrix with stakeholders 	Complete
<ul style="list-style-type: none"> Coordinate with Arnold Foundation's timeline for implementation and development of Decision-Making Framework 	Not started

Challenges

- This initiative is in a holding pattern pending MOU contract and announcement of the Arnold Foundation's implementation activities for the Public Safety Assessment and Decision-Making Framework

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
TBD pending input from the Arnold Foundation								

Provide CDC judges with greater access to information to avoid delays in processing defendants with multiple matters

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Launch pilot of first four courtrooms in CDC 	Complete
<ul style="list-style-type: none"> City and CDC receive and review budget from Clerk of Court for back scanning files 	Complete
<ul style="list-style-type: none"> Determine number of additional CDC courtrooms that can receive aiSmartBench in 2016 	In progress
<ul style="list-style-type: none"> CDC signs contract with Mentis Technologies for expansion to additional courtrooms in 2016 	Not started

Challenges

- The cost of scanning old case files will prohibit expansion of aiSmartBench technology to all remaining courtrooms this fiscal year

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# Judges and Commissioners trained to use aiSmartBench	N/A		0	4			4	17
# Support staff trained to use aiSmartBench	N/A		0	4			4	9

Provide Municipal judges with greater access to information to avoid delays in processing defendants with multiple matters

Implementation Activities	
Activity	Status
<ul style="list-style-type: none"> Municipal Court received grant funding to proceed with implementation 	Complete
<ul style="list-style-type: none"> Municipal Court enters into user testing 	In progress

Challenges
<ul style="list-style-type: none"> Supreme Court of LA is working to identify additional funding needed for implementation The merger between Traffic Court and Municipal Court will re-quire re-integration with Traffic Court's case management system

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# Judges trained to use aiSmartBench	N/A	N/A	N/A	0			0	4
# Support staff trained to use aiSmartBench	N/A	N/A	N/A	0			0	4

DECREASE IMPACT OF DETAINERS ON PROBATIONERS

Initiative Sponsor:
Judge Camille Buras

Decrease the number of probationers who are held on a detainer pending revocation proceedings

Implementation Activities

Activity (Probation and Parole Office)	Status
<ul style="list-style-type: none"> Convene probation officers to gather feedback and perspective on challenges faced in the field 	Not started
<ul style="list-style-type: none"> Complete research on other jurisdictions' guidelines on detention for alleged violators of probation 	Not started
Activity (Criminal District Court)	
<ul style="list-style-type: none"> Judge Buras identifies areas of opportunity including: increasing participation from other judges, working with Probation & Parole to align detention practices, and using judicial discretion to terminate probation unsatisfactorily 	Complete

Challenges

- Judicial decision makers can be reluctant to lift detainers on probation defendants while they have a pending charge; in particular, DV charges

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
Average LOS for alleged probation violators								
<ul style="list-style-type: none"> Technical violation Only 	30	21	18	19			18	TBD
<ul style="list-style-type: none"> Tech viol. Plus Hold 	84	93	75	82			79	TBD
<ul style="list-style-type: none"> Total 	74	84	64	76			70	TBD

MULTI-COURT CASE PROCESSING

Initiative Sponsor:
Judge Desiree Charbonnet

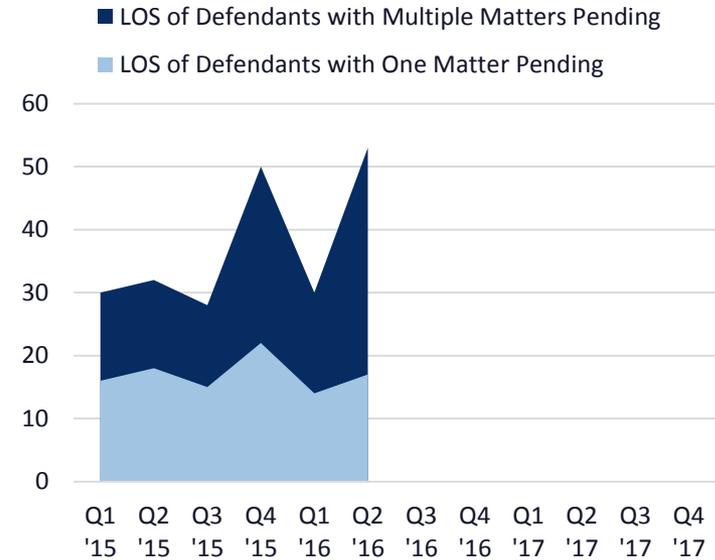
Establish policies and procedures to facilitate simultaneous case processing of defendants across multiple courts

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Municipal Court pilots First Appearances in the Orleans Justice Center 	In progress
<ul style="list-style-type: none"> Meet with individual stakeholders to discuss case processing issues with defendants who have multiple cases 	In progress
<ul style="list-style-type: none"> Conduct additional data analysis to identify issues that most impact the length of stay 	In progress

Challenges

- Judicial decision makers sometimes prefer to make consecutive decisions about cases



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# cases split across courts stemming from same arrest	534	513	113	112			225	TBD
% defendants with multiple pending matters	40%	59%	57%	35%			47%	TBD
LOS of defendants with multiple matters pending	42	33	30	53			38	TBD
LOS of defendants with only one matter pending	12	18	14	17			15	TBD

Establish policies and procedures with OPSO that ensures more defendants are transported consistently to all court dates

Implementation Activities	
Activity	Status
<ul style="list-style-type: none"> City and OPSO reviews sample of individuals who had court events re-set because they were in custody to better understand why defendants miss court when in custody 	In progress
<ul style="list-style-type: none"> Engage individual minute clerks and docket clerks to collect feedback 	Not started
<ul style="list-style-type: none"> Determine which issues can be addressed and what resources are required to address them 	Not started

Challenges
<ul style="list-style-type: none"> Data analysis relies on Docketmaster minute entries which may be unreliable in providing reasons for re-set court date

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
% of court events re-set because defendant in custody	7%	7%	7%	6%			7%	2%
# of days between missed court date and re-set court date	13	23	26	25			26	2
% defendants not transported who were brought the next scheduled date	27%	14%	14%	25%			19%	90%

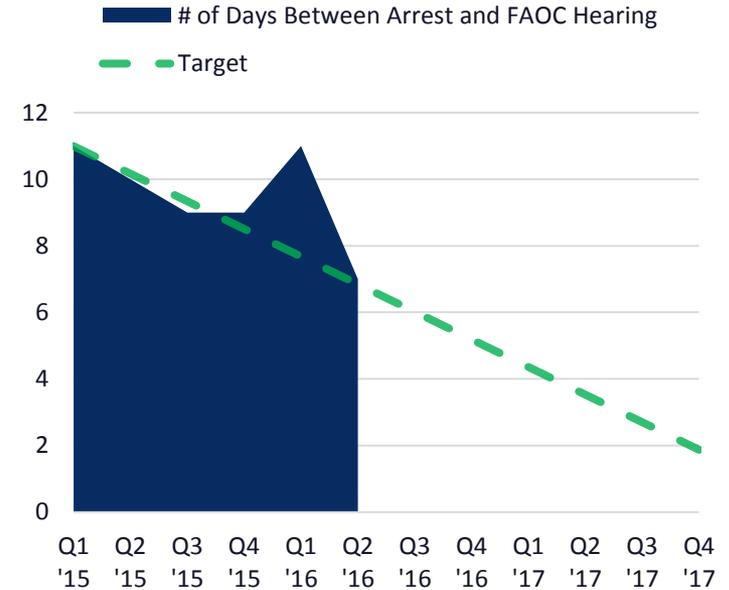
ARREST ON CAPIAS DOCKET POLICY

Initiative Sponsor:
Judge Camille Buras

Establish process that will expedite the appearance of individuals in court after an arrest on capias

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Judge Buras re-issues FAOC policy 	Complete
<ul style="list-style-type: none"> Track data and monitor progress of policy change 	In progress
<ul style="list-style-type: none"> Monitor progress with regular communication with individual judges 	In progress
<ul style="list-style-type: none"> Convene agency representatives to discuss outcomes and troubleshoot issues 	Not started



Challenges

- None

Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
% of arrests with FAOC hearings within two days	2%	11%	5%	16%			10%	90%
# of days between defendants arrested on capias and FAOC court appearance	12	8	11	7			9	2

IMPROVE OPSO TRANSPORT TO DOC

Initiative Sponsor:
TBD

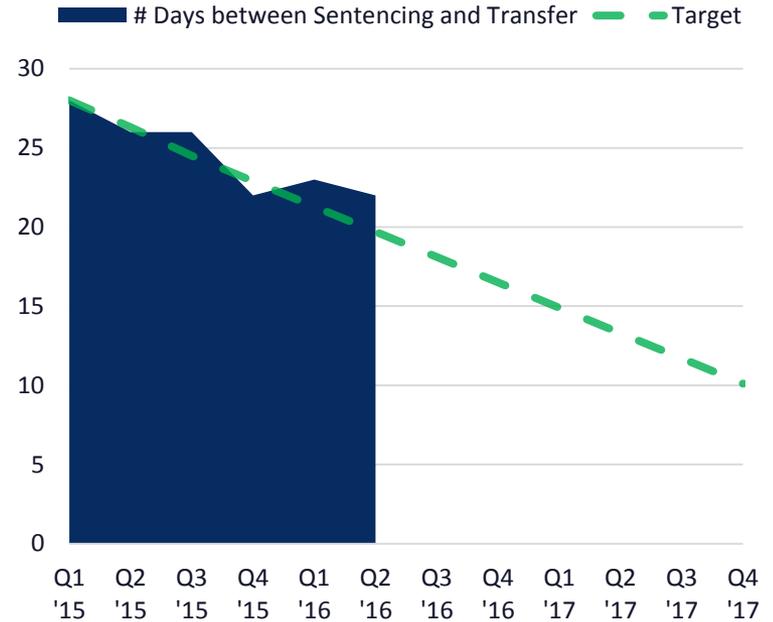
Establish a process that will expedite the transport of DOC-sentenced inmates to DOC custody following sentencing

Implementation Activities

Activity	Status
<ul style="list-style-type: none"> Connect with DOC on their capacity to receive Orleans Parish inmates every week 	Complete
<ul style="list-style-type: none"> Locate sources of delay after sentencing and before transfer of inmates through data analysis and feedback from agencies 	In progress
<ul style="list-style-type: none"> Evaluate resources required for altering work flow and potential impact of changes 	In progress

Challenges

- A once per week shipment of paperwork from OPSO to DOC and a twice per week transfer of inmates from OPSO to DOC creates a scheduling bottleneck



Measures	2014	2015	2016					2017 Target
			Q1	Q2	Q3	Q4	Total	
# of days between sentencing and transfer	29	25	23	22			22	10
% DOC sentenced inmates transferred within 10 days	15%	14%	22%	25%			24%	TBD

STRATEGIC PLAN DASHBOARD

Legend:  Critical  Some Issues
 Significant Issues  Good

Initiatives	Status	Initiatives	Status
1. Indigency Assessment at Sentencing		9. PreTrial Release Decision Making Framework	
2. Traffic Court Fines and Fees		10. Implementation of aiSmartBench in Criminal District Court	
3. Court Date Notification/Reminder System		11. Broader Implementation of aiSmartBench in Municipal Court	
4. Redesign Language on Summons and Subpoenas Forms		12. Decrease Impact of Detainers on Probation Defendants	
5. Maximize Use of Administrative Sanctions		13. Multi-Court Case Processing	
6. Reduce Arrests for Out-of-Parish Warrants		14. OPSO Transport to Court Policies and Procedures	
7. Expedited Arrest to Arraignment for Victimless Crimes		15. Arrest on Capias Docket Policy	
8. Expand Magistrate Court's Use of Release on Recognizance		16. Improve OPSO Transport to DOC	

SUMMARY OF JPM STRATEGIC PLAN IMPACT

