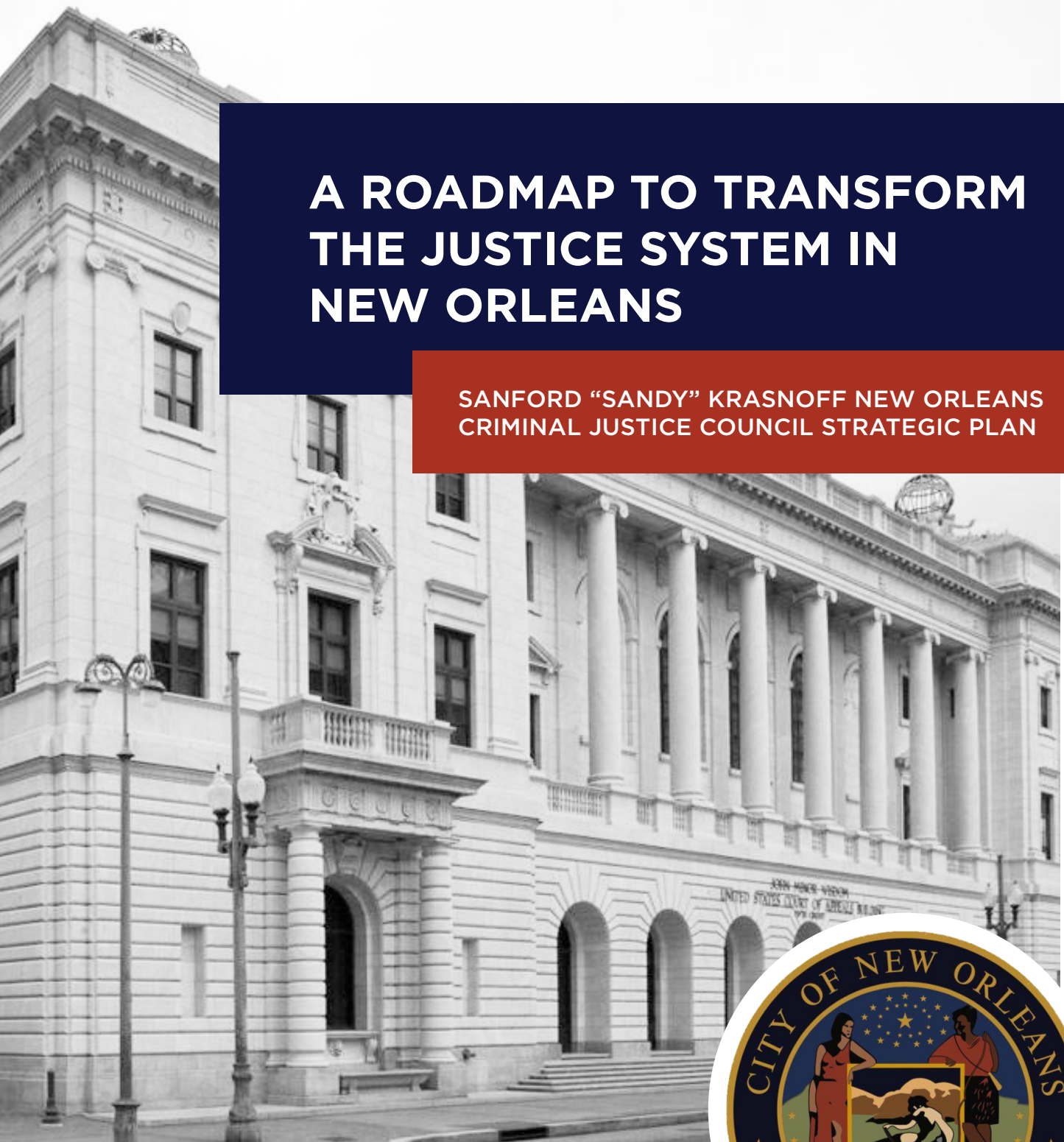


A ROADMAP TO TRANSFORM THE JUSTICE SYSTEM IN NEW ORLEANS

SANFORD "SANDY" KRASNOFF NEW ORLEANS
CRIMINAL JUSTICE COUNCIL STRATEGIC PLAN



THE HONORABLE MAYOR
LATOYA CANTRELL

CRIMINAL JUSTICE COMMISSIONER
TENISHA STEVENS





PUBLISHED JANUARY 2021

TABLE OF CONTENTS

4	Letter from Mayor Cantrell
5	Executive Summary
6	Overview of the Sanford "Sandy" Krasnoff New Orleans Criminal Justice Council <ul style="list-style-type: none">VisionMissionFunctionsMembership
8	The Strategic Planning Process <ul style="list-style-type: none">Overview of the Planning ProcessStrategic Plan VisionStrategic Plan Goals
9	Overarching Themes and Methodological Approach <ul style="list-style-type: none">Overarching ThemesMethodological Approach
11	Strategic Priority Areas <ul style="list-style-type: none">Behavioral Health
13	Recidivism Reduction and Alternatives to Arrest and Detention
15	Justice System Funding
16	Accountability and Public Trust in the Justice System
18	SKNOCJC Operations
21	Acknowledgements
22	Acronym List
22	References

LETTER FROM **MAYOR CANTRELL**



**THE HONORABLE
LATOYA CANTRELL**

Mayor, City of
New Orleans

Fellow residents of the City of New Orleans, we've long known that the quality of our justice system directly impacts the health and prosperity of our city as a whole. System involvement ripples throughout the community -- touching the lives of victims, witnesses, neighbors, the accused, friends, and family members. The causes of crime are complex; the solutions must be robust and holistic.

I am proud to chair the Sanford Krasnoff New Orleans Criminal Justice Council, a group of elected officials, justice professionals, and community stakeholders working to make our justice system more fair, just, and efficient. The power of the Criminal Justice Council lies in convening stakeholders across the system to build a shared vision that we can all move towards. If we really want to transform justice in New Orleans, this cannot only be the work of any one particular agency. We all have to pool our expertise, energy, and experiences to build a system that better serves our community.

This plan is the product of the thoughtful contributions of Criminal Justice Council members and the hundreds of community members who volunteered to participate in its development via public forums and online feedback forms throughout 2019. The final document, approved by the 2019 Council Members, represents the Criminal Justice Council's will to synthesize these contributions into a concrete roadmap for transforming our justice system. While the implementation of this roadmap was delayed due to COVID-19, the plan still reflects the aspirations and intentions of the Criminal Justice Council, its member agencies, and the public.

This may be the plan of the Criminal Justice Council, but the members are not the only ones who had a role to play in its development, and they will not be the only ones with a role to play in its implementation. Now more than ever, as we recover from a worldwide pandemic, we need the community to stay engaged in this process - to support the work outlined in this roadmap and to hold us accountable for its implementation. I'm excited to see what we can accomplish together.

Sincerely,

LaToya Cantrell
Mayor of the City of New Orleans

EXECUTIVE SUMMARY

“How can we do better?” The search for the answer to that question - of how justice system stakeholders can work more effectively together - began a conversation that led to the creation of this Strategic Plan. Launched in March of this year, the Sanford “Sandy” Krasnoff New Orleans Criminal Justice Council’s (SKNOCJC) strategic planning process involved numerous officials, staff, community organizations, and concerned citizens coming together to develop a roadmap for where the justice system should be in three years.

Five key strategic priority areas emerged from that work.



BEHAVIORAL HEALTH: The SKNOCJC will pursue actions to ensure that everyone touched by and working within the system has access to quality behavioral health support. This will include an in-depth analysis of existing policies, training, and service resources, which will lead to a methodical enhancement of each.



RECIDIVISM REDUCTION AND ALTERNATIVES TO ARREST AND DETENTION: The SKNOCJC will work to develop and improve alternatives to arrest and detention, in line with its firm belief that detention should be limited to those who pose the most serious public safety risk. Existing alternatives will be evaluated and potentially expanded. Where alternatives may be missing, the SKNOCJC will explore launching new programs. The SKNOCJC will also attempt to increase and enhance service provision and employment opportunities for formerly incarcerated people, providing them with supports that reduce recidivism risk.



JUSTICE SYSTEM FUNDING: The SKNOCJC will seek to paint a complete picture of system funding to improve transparency about how the system is funded and how that funding is spent. The SKNOCJC will lobby for appropriate funding of all system actors, both within and outside of government. The SKNOCJC will attempt to make progress on fines, fees, and bail reform so funding for the system doesn't rely on the people moving through the system.



ACCOUNTABILITY AND PUBLIC TRUST IN THE JUSTICE SYSTEM: The SKNOCJC will attempt to restore trust in the justice system by building mechanisms for measuring and sharing data about the effectiveness of system activities and by implementing more inclusive decision-making processes that consider effects on other system actors as well as the community as a whole.



SKNOCJC OPERATIONS: The SKNOCJC will strive to improve its internal operations, with a particular focus on creating clear and fair grant allocation processes; improving meeting accessibility; refining internal processes and structures; and improving awareness of SKNOCJC activities.

OVERVIEW OF THE SANFORD "SANDY" KRASNOFF NEW ORLEANS CRIMINAL JUSTICE COUNCIL

The New Orleans City Council established the New Orleans Criminal Justice Coordinating Council on December 31, 1970, and later changed its name to the Sanford "Sandy" Krasnoff New Orleans Criminal Justice Council (SKNOCJC) on March 25, 2004. Since its founding, the SKNOCJC's membership and responsibilities have evolved, but the underlying purpose has always been to bring together the various stakeholders in the criminal and juvenile justice systems to make the system work better – namely, in a more coordinated way.



VISION

The Sanford "Sandy" Krasnoff New Orleans Criminal Justice Council (SKNOCJC) envisions system actors and stakeholders working collaboratively to create fair, just, and efficient criminal and juvenile justice systems.



MISSION

The SKNOCJC will coordinate criminal and juvenile justice systems that promote equity and fairness and support victims by fostering collaboration between the systems' leaders and stakeholders. The SKNOCJC will enhance system services by maximizing public investment in accountable data-driven system outcomes. The SKNOCJC will explore evidence-based best practices that increase community safety and provide recommendations to the Mayor and City Council to reduce overall recidivism.



FUNCTIONS

The SKNOCJC is an independent planning advisory group that makes recommendations to those elected and appointed officials who have the authority to implement such recommendations, as they deem appropriate. The ordinance which establishes the SKNOCJC lists many different responsibilities; five key ones include:

- Researching and preparing reports on the system or particular issues;
- Advising the Mayor, City Council, and criminal and juvenile justice stakeholders;
- Encouraging joint activities among the members;
- Establishing inter-agency working groups to address problems that arise; and
- Allocating state and federal criminal and juvenile justice grant funds.



MEMBERSHIP

The SKNOCJC is composed of 24 representatives, who broadly fall under three different categories: city officials, justice system officials, and community members.

The individuals listed below were the members of the SKNOCJC during the development of the strategic plan.

CITY OFFICIALS	JUSTICE SYSTEM OFFICIALS	COMMUNITY MEMBERS
Mayor LaToya Cantrell Designee: Commissioner Tenisha Stevens	Orleans Parish District Attorney Leon Cannizzaro	Business Council of New Orleans and the River Region Representative Melanie Talia
City Councilmember-at-Large Helena Moreno	Orleans Criminal District Court Judge Keva Landrum	Total Community Action Representative Thelma French
City Councilmember-at-Large Jason Williams	Clerk of Orleans Criminal District Court Arthur Morrell	Women with a Vision Representative VACANT
City Councilmember, District E Cyndi Nguyen	Orleans Parish Juvenile Court Judge Candice Bates-Anderson	Citizen Representative-at-Large Catherine "Cat" Patteson
New Orleans Police Department Superintendent Shaun Ferguson	Municipal and Traffic Court of New Orleans Judge Paul Sens	Citizen Representative-at-Large Nia Weeks
City Attorney Sunni LeBeouf	Orleans Parish Sheriff Marlin Gusman	Citizen Representative-at-Large Charles West
Chief Administrative Officer Gilbert Montaña	Orleans Public Defenders, Chief District Defender Derwyn Bunton	
Director of the Mayor's Office of Youth and Families Emily Wolff	New Orleans Coroner Dwight McKenna	
	Louisiana Department of Public Safety and Corrections, New Orleans District Administrator for Probation and Parole Steve Lassalle	
	Office of Juvenile Justice, New Orleans Metro Regional Manager Lakeasha Cooley	

THE STRATEGIC PLANNING **PROCESS**

The strategic planning process began in March of 2019, with the aim of creating an actionable roadmap for improving the justice system in New Orleans. The planning process was led by the Mayor's Office of Criminal Justice Coordination (OCJC), with support from The Caulfield Consulting Group, which was retained to provide additional planning and coordination expertise. The 9-month process was conducted in three phases: community input, data analysis, and action development.

COMMUNITY INPUT PHASE

During the community input phase, information was collected from a variety of stakeholders to ensure that the SKNOCJC had a full sense of the issues that the community felt were most important. This included a series of interviews with the OCJC leadership and staff; SKNOCJC members; and policy experts. Two large community forums were also hosted to allow residents to provide input directly, and a web form was launched to gather remote feedback. In addition, drafts of the Plan were also shared with the City Council Criminal Justice Committee, organizations that support local businesses, and a variety of local service providers to get their input. Overall, more than 300 hundred individuals and organizations provided input on the Plan's development.

DATA ANALYSIS PHASE

The data analysis phase centered on identifying the common topics that residents felt were most important to address; these topics would become the five strategic priority areas on which the Plan focuses. In addition, an analysis was performed to identify overarching themes that touched multiple priority areas, along with methodologies by which the planning and implementation processes could be conducted. This phase also included outlining the goals to be pursued during the Plan's implementation.

ACTION DEVELOPMENT PHASE

After the strategic priority areas and related goals had been identified, a set of concrete actions

were developed that would help move the justice system from its current state closer to the vision captured in the Plan's goals.

STRATEGIC PLAN VISION

The successful implementation of the Strategic Plan will result in the SKNOCJC being in a significantly stronger position not only to be an effective coordinating body for justice system-related agencies and community-based organizations but also to be a valuable resource for government and citizens alike.

STRATEGIC PLAN GOALS

The overall goals of the Strategic Plan include the following:

- Effect change that promotes equity in race and socioeconomic status in the justice system, while recognizing the unique needs of young people, women, and girls;
- Support making New Orleans a safer city;
- Support the behavioral health needs of those touched by crime;
- Create a more effective balance between detention and alternatives to detention/supportive services;
- Improve the understanding and availability of resources for effectively operating the justice system;
- Improve trust in the justice system among residents; and
- Ensure that the SKNOCJC operates effectively, efficiently, and in strong partnership with government and community organizations.

OVERARCHING THEMES AND **METHODOLOGICAL APPROACH**

THEMES

As this Plan was developed, several cross-cutting themes emerged. These themes are not limited to any single priority area. Instead, they are woven throughout all five priority areas and will appear in many of the action items.

RACIAL AND SOCIOECONOMIC EQUITY: The justice system has been rooted in inequality. Evidence shows the disproportionate system involvement of people of color and those living in poverty. The SKNOCJC should attempt to reduce those disparate impacts through policies, practices, and programs developed with an equity lens.

A FOCUS ON YOUTH: The juvenile justice system is too often overlooked in favor of the adult criminal justice system, but providing adequate opportunities for youth can prevent them from transitioning into the criminal justice system later on. The SKNOCJC will tailor actions specifically to respond to issues faced by young people with an eye towards reducing future system involvement.

ENSURING PUBLIC SAFETY: At its core, the criminal and juvenile justice systems should be about making sure that communities are safe and supported. Actions taken should consider the ultimate impact on public safety.

ECONOMIC AND EMPLOYMENT OPPORTUNITIES: Economic and employment opportunities are key to providing people a path out of poverty. People need options to make a living other than criminal or delinquent activity.

ADDRESSING THE UNIQUE NEEDS OF WOMEN AND GIRLS: Women and girls have distinct experiences and needs that should be considered and attended to as they interact with the justice system; system actors should not assume a male default.



METHODOLOGICAL APPROACH

Almost as important as deciding which projects to undertake is considering how to undertake those projects. To that end, the SKNOCJC will incorporate the following methodological approaches when undertaking the actions detailed later in this Plan:

IMPACT ASSESSMENTS TO MITIGATE

UNINTENDED CONSEQUENCES: Before taking any action, the SKNOCJC will consider the possible impacts of those actions. Efforts will be made to lessen or eliminate negative, unintended impacts. If it becomes clear that a listed action is not the best way to achieve a goal, the Plan may be modified accordingly.

CHANGES GROUNDED IN ACADEMIC RESEARCH

AND BEST PRACTICES: All actions taken should draw from the wealth of knowledge that already exists, both in terms of academic research and the practices and experiences of other jurisdictions.

INPUT FROM COMMUNITY, ESPECIALLY

AFFECTED POPULATIONS, CONSIDERED IN IMPLEMENTATION: When developing actions, the SKNOCJC will make sure that community voices are heard and considered in the process. Community members are the ones who will be most affected by new policies, practices, and programs, and their experiences and desires should have influence.

DATA COLLECTION AND REPORTING INCORPORATED INTO PLAN IMPLEMENTATION:

Before starting any new policy, practice, or program, everyone should have a clear understanding of what success looks like and how concrete results will be measured. Data should be made widely available so stakeholders and the public can evaluate the effectiveness of reforms.



STRATEGIC PRIORITY AREAS

Five key priority areas emerged through the strategic planning process: behavioral health, recidivism reduction and alternatives to arrest and detention, justice system funding; accountability and public trust in the justice system, and SKNOCJC operations.

BEHAVIORAL HEALTH

CONTEXT

New Orleans has a complex history that includes trauma from a variety of sources, among them: natural disasters, domestic and community violence, high incarceration rates, and above-average rates of stress, depression, and suicide among its residents. According to the New Orleans Health Department Recommendations for Systems Change, “The consistent exposure to traumatic events and limited resources for trauma-informed care leaves a number of individuals at risk of developing mental illness and substance use disorders which can lead to an increased risk of contact with the criminal justice system.” Behavioral health services in the justice system are riddled with issues related to coordination, data sharing, lack of trauma-informed training and responses, and limited access holistic services that address behavioral health. A recent report by the Children and Youth Planning Board (CYPB) Childhood Trauma Task Force highlighted the work that needs to be done across multiple systems in order to become a truly trauma-informed city.

Note: This Plan uses the broad term “behavioral health” intentionally to be inclusive of mental health, mental illness, personality disorders, and substance use disorders.

GOALS FOR THE PRIORITY AREA

- People accused of crime get screening and treatment that follows them throughout the system.

- Victims, witnesses, families, and those touched by crime are offered counseling and other appropriate services.
- System staff are able to recognize behavioral health issues and know how to safely, effectively, and compassionately engage with those with behavioral health issues and refer them for screening and treatment.*
- System staff receive behavioral health support, when needed.

** System staff, aside from behavioral health professionals, should not be expected to diagnose, but should be able to recognize signs and symptoms of behavioral health issues.*

ACTIONS TO BE TAKEN

ACTION 1: Analyze staff training and service resources.

DESCRIPTION: Conduct an agency-level analysis of existing quality resources to better understand how trainings are currently deployed and how staff are made aware of resources and alternatives. To accomplish this, the SKNOCJC will review existing policies and conduct a series of meetings with government agency leaders, staff, and key community stakeholders to identify training and services that are already being provided and identify gaps where additional resources may be needed.

ACTION 2: Enhance training for system staff at all levels.

DESCRIPTION: Research gaps in training and

services that were identified during the analysis of staff training and service resources (Action 1) to find appropriate evidence-based trainings that meet the needs of system staff and those involved with the justice system. Collaborate with system agencies and stakeholders to identify the resources necessary to implement new or improved trainings for all current and future staff.

ACTION 3: Ensure that system policies and practices are trauma-informed.

DESCRIPTION: Analyze current policies and practices with a trauma-informed and behavioral health lens. Implement trauma-informed best practices in both the adult and juvenile systems. Support the implementation of recommendations from the “Called to Care” report prepared by the CYPB’s Childhood Trauma Task Force.

ACTION 4: Review and analyze screening and treatment for adults accused of crime.

DESCRIPTION: Conduct an analysis of the policies and practices surrounding both when and how adults accused of crime are screened for behavioral health needs, how those needs are met, and how the information follows them throughout the system to ensure they have care at each step in the process. Analyze agencies’ compliance with the current policies and propose changes and adaptations where necessary to ensure individuals’ needs are met.

ACTION 5: Review and analyze screening and treatment for young people accused of crime.

DESCRIPTION: Conduct an analysis of all policies and practices surrounding youth in the juvenile justice system and their behavioral health needs. Review how youth are identified and screened for services, how programs and interventions are delivered, and how interventions are continued when youth move through the system and return to the community. Identify areas where services could be improved and propose relevant evidence-based programs to fill the gaps.

ACTION 6: Review and analyze current practices for serving victims, families, witnesses, and others impacted by crime.

DESCRIPTION: Conduct an analysis of all services available for individuals impacted by crime. In addition, analyze how they are made available to appropriate individuals, what the requirements are for enrollment, and any eligibility restrictions or operational barriers that prevent an individual from receiving services. Identify areas where services could be improved and propose appropriate evidence-based programs to fill the gaps. Develop a plan to ensure that relevant system staff are aware of available resources and how to refer individuals in need.

ACTION 7: Review services available for system staff.

DESCRIPTION: Analyze behavioral health services available for system staff. Identify areas where additional or improved services would be beneficial. Ensure system staff are aware of available resources and how to take advantage of them.

ACTION 8: Enhance non-system-involved services.

DESCRIPTION: Partner with organizations to improve or expand the availability of behavioral health services that are not tied to justice system involvement, particularly school-based trauma support.

ACTION 9: Develop a comprehensive behavioral health funding package.

DESCRIPTION: Based upon the needs and opportunities in Actions 1 through 8, develop a funding package that addresses these behavioral health goals. Present the package to the City Council, philanthropy, and other funders for support.

RECIDIVISM REDUCTION AND ALTERNATIVES TO ARREST AND DETENTION

CONTEXT

New Orleans has been a national leader in the movement to end the overuse of pretrial detention. Over the past six years, the City enacted a series of reforms that helped cut the local incarceration rate by 37% since 2015. Despite this progress, a number of defendants continue to remain in jail while awaiting trial, and Louisiana’s total incarceration rate remains the highest in the nation. A robust range of incarceration alternatives and effective reentry programs are needed to safely achieve further incarceration rate reductions.

The Orleans Parish justice system includes multiple agency-based alternatives to detention, including the Orleans Parish District Attorney’s Office’s Diversion Program, specialty courts such as Drug Court, and the New Orleans Police Department’s pilot Law Enforcement Assisted Diversion program (LEAD). However, data on existing programs – including outcome data – is limited and not readily available to the public.

In New Orleans there exists a wealth of community-based organizations providing quality support services to residents in need, including many programs benefiting individuals involved in the justice system. However, there is no formal way for judges to leverage these resources as alternatives to detention for individuals awaiting trial.

The City of New Orleans and the New Orleans Reentry Task Force coordinate wide-ranging efforts to improve and expand available resources

to help individuals successfully reintegrate into the community post-incarceration. A network of over 20 organizations work to assist the formerly incarcerated in the areas of health, job training and placement, education, housing, and legal services. However, challenges remain for formerly incarcerated individuals, and more can be done to increase services and support.

GOALS FOR THE PRIORITY AREA

- Effective government- and community-based alternatives to arrest and detention exist in sufficient number to meet the needs of those who qualify for them.
- Information on utilization, success rates, and other aspects is gathered regularly, and adjustments are made when needed.
- Programs are independently assessed by an entity other than the implementing entity.
- Support services provided for youth also provide services for their families, if needed.
- Services and service providers are culturally competent.
- Policies are improved to increase job training and employment opportunities for youth and for those returning home from incarceration.
- Programs are funded by sources other than the participants and are designed to take into account job, family, and other commitments that participants are likely to have.

ACTIONS TO BE TAKEN

ACTION 1: Refine existing alternatives to detention and reentry programs.

DESCRIPTION: Secure the services of an

independent entity to assess the quality of existing agency-sponsored reentry and alternatives to arrest and detention programs and recommend changes where needed. The assessment will include: alignment with best-practices, including an emphasis on cultural competency; utilization rates; data collection methods; appropriateness of performance measures; and an analysis of the program's impact based on the best available data.

ACTION 2: Implement a pilot program in the criminal justice system for a community-based alternative to detention.

DESCRIPTION: Research models for community-based alternatives to detention, including evidence-based interventions appropriate for a spectrum of needs and risk levels. After this, form a working group to develop and issue a request for proposals (RFP) for a pilot program and evaluate provider proposals. After the provider is selected, launch the pilot and contract with an independent entity to evaluate the outcomes.

ACTION 3: Expand alternatives to detention for youth in the juvenile justice system.

DESCRIPTION: Partner with the Juvenile Detention Alternatives Initiative (JDAI) Collaborative, CYPB, and other youth-focused entities and organizations to ensure that effective

alternatives to detention are available for youth. Where appropriate this should include support for the youths' families to help increase the likelihood of success in the program. Have alternatives to detention evaluated for effectiveness by an independent entity. When possible, alternatives to detention should include access to job training and placement.

ACTION 4: Invest resources in an appropriate combination of community- and government-based alternatives to detention.

DESCRIPTION: Based on an analysis of existing alternatives to detention, make recommendations to the Mayor and City Council about funding. Incorporate assessment findings into grant allocation decisions for the SKNOCJC to support the most effective combination of programs.

ACTION 5: Improve coordination with the business community to increase employment opportunities.

DESCRIPTION: Work with the business community to implement policy changes and other actions that would increase job opportunities in order to reduce future system involvement; this will include working with agencies and organizations focused on supporting local businesses.

JUSTICE SYSTEM FUNDING

CONTEXT

The cost of the justice system is not insignificant. A report from the PFM Group noted that the justice system expends around \$300 million annually and employees more than 3,200 full time employees or equivalents. The justice system is comprised of a number of agencies, with their own leadership and their own funding priorities. Although individual agencies create budgets each year based on their funding needs, these individual agencies' budgets have not been translated into a comprehensive, systemic understanding of the funding realities and needs of the overall justice system.

Funding for the system comes from a variety of sources including City general funds, state funds, state and federal grants, as well as fines and fees from those accused and convicted of crimes. When people are unable to pay those fines and fees, they can get pulled deeper into the justice system. The Vera Institute of Justice found that in 2015 the city spent \$6.4 million to incarcerate people who couldn't pay bail, fines, and fees, while government agencies only collected \$4.5 million in revenue from bail, fines, and fees. Momentum is building to move New Orleans away from a model that is heavily supported by those involved in the justice system. Federal courts have ruled that judges have a conflict of interest in imposing bail, fines, and fees because the court stands to benefit financially from those decisions. New Orleans Municipal and Traffic Court and Orleans Parish Juvenile Court have already worked to eliminate their use of money bail.

GOALS FOR THE PRIORITY AREA

- The public has a clear understanding of what funding is currently coming into the justice system and what the funding pays for.
- Adequate funding is available for the justice system.

- Funding comes from sources other than people going through the system.

ACTIONS TO BE TAKEN

ACTION 1: Analyze justice system funding.

DESCRIPTION: Conduct a comprehensive analysis of system-wide funding to better understand current funding amounts, both in terms of what funding agencies receive and how it is spent. As part of the analysis, identify where there may be opportunities for cost savings and where additional resources may be needed to ensure that adequate funding is available for each agency to fulfill statutory and other responsibilities.

ACTION 2: Review fines, fees, and bail reform proposals.

DESCRIPTION: Review current proposals on fines, fees, and bail reform, both locally and nationally. After the review is conducted, convene stakeholders to discuss the best course of action for Orleans Parish and the practical steps needed to implement agreed upon changes.

ACTION 3: Build the capacity of local organizations to help prevent crime.

DESCRIPTION: Explore how to better use local resources to build capacity within the community to address underlying conditions and barriers that drive criminal activity. This includes working with local organizations to identify and mitigate issues that could lead residents to engage in criminal or delinquent activity.

ACTION 4: Prioritize community behavioral health funding.

DESCRIPTION: When allocating SKNOCJC-administered grants, prioritize funding proposals that increase capacity for behavioral health services, especially those providing crisis intervention. When appropriate, lobby other funders to support community behavioral health services.



ACCOUNTABILITY AND PUBLIC TRUST IN THE JUSTICE SYSTEM

CONTEXT

There is a long history of distrust and mistrust in the justice system that is often missed in the conversation about progress and reform. Though administrations and officials change over time, the community remains a constant. The New Orleans Crime Coalition conducts an annual survey on people's perceptions of crime and the New Orleans Police Department (NOPD), allowing the city to measure public satisfaction with the NOPD over time, but the community's perceptions and feelings about the entire criminal and juvenile justice system aren't regularly captured.

Agencies have broad authority over their individual work, and too often the tendency is to operate in siloes. A policy change within one agency can impact other agencies as well as the community at large, and those impacts should be explored before making decisions. Additionally, agencies have often neglected to secure meaningful community input for new policies and programs. Insufficient community participation can generate less effective policies and programs and undermine public confidence in the justice system. A genuine deliberative process to decision-making and change would bring additional transparency and accountability to the system.

Moreover, a person's ability to participate in conversations with system stakeholders is often based on their ability to access system spaces during business hours, which can be prohibitive. As a result, the narratives of people impacted by the justice system don't always reach the ears of system leadership. By bringing more of the conversation into community spaces, and by directly engaging the most affected populations, the SKNOCJC could allow more voices at the table and build stronger relationships between system stakeholders and the public.

GOALS FOR THE PRIORITY AREA

- Public sentiment towards the local justice system shows improvement.
- System leadership and the community have built relationships and trust.
- Decision-making is more transparent.
- Impacted stakeholders have a voice in decision-making processes.
- Metrics that are valuable and can be tracked internally and by the public are developed and shared; disparities across groups are reduced (e.g., race, gender, income).



ACTIONS TO BE TAKEN

ACTION 1: Introduce mechanisms to measure the effectiveness of justice system activities.

DESCRIPTION: Adopt system-wide metrics and indicators of success. This will include involving the community in their development to ensure that residents are informed about issues that are important to them.

ACTION 2: Improve data sharing with the community.

DESCRIPTION: Develop and implement a data-sharing system for the public, so that accurate information is easily accessible and understandable. Raise the profile of existing data-sharing efforts of system actors.

ACTION 3: Host semi-annual community events.

DESCRIPTION: Implement a series of community-centered workshops addressing various aspects of the justice system. Events will also include community forums where residents can provide input on actions that can be taken to improve the justice system.

ACTION 4: Implement inclusive decision-making processes for stakeholders.

DESCRIPTION: When considering implementing a new policy or program that would have ripple effects across the system, agencies will consult with other parties to fully dissect and understand those ripple effects. The SKNOCJC will develop and implement a process to identify, connect, coordinate, and convene affected parties.

SKNOCJC OPERATIONS

CONTEXT

The SKNOCJC structure presents a remarkable opportunity for leaders from across the justice system and the community to come together around new opportunities to improve the justice system. Until recently, the SKNOCJC has focused much of its efforts around allocating grant funding to organizations within the City. Due to limited awareness among community and government organizations, the number of applicants for grants has been relatively small. One result of this limited applicant pool is that some groups receive funding over an extended period for their programs, and so grant funds are not used to support new ideas, innovations, and interventions. Within its grant making activities, there is also an opportunity for improved coordination, especially when groups or organizations have similar purposes or services.

In addition, the subgroup structure of the SKNOCJC – how the subcommittees relate to the SKNOCJC and vice versa – offers an opportunity to clarify and improve how the subgroups and SKNOCJC work together.

The time and location of public SKNOCJC meetings and events often pose accessibility issues for interested residents who have varying transportation, parking, time, work, and childcare considerations. Social media, print media, and other advertising methods have not been fully utilized. Consequently, meetings generally have only limited public participation and comment. As the SKNOCJC continues to expand its activities, ensuring that government agencies and residents are aware of what the SKNOCJC is doing and how to become involved will be critical to making sure that the SKNOCJC can have its greatest positive impact.

GOALS FOR THE PRIORITY AREA

- The SKNOCJC's perspective, talent, and resources are used most effectively.
- Standardized criteria for grant-making decisions are established, informed by strategic planning priorities, and disclosed to applicants.
- SKNOCJC meetings are more productive and attended both by community members and all of the system stakeholders.
- Councilmembers have access to a shared pool of criminal and juvenile justice-related data.

ACTIONS TO BE TAKEN

ACTION 1: Improve the grant-making process.

DESCRIPTION: Implement an objective, criteria-informed decision-making process for grants based on the identified strategic priorities. This includes presenting information for making grant decisions to the SKNOCJC membership and the public in a more accessible, understandable way. This will also include providing additional support for grantees, especially first-time applicants who are not familiar with the process or requirements. In addition, the process will incentivize organizations to work together on grants to foster collaboration. To promote evidence-based practices and improve the quality of grant applications received, the SKNOCJC will create opportunities for community organizations to interact and learn from each other.

ACTION 2: Improve awareness and accessibility of SKNOCJC meetings.

DESCRIPTION: Identify opportunities to improve information sharing about SKNOCJC meetings, events, resources, and progress on the SKNOCJC's Strategic Plan. Additional forms of



communication, such as community-led outreach, will also be deployed so that notifications of meetings are distributed widely and in advance. Venues within the community for meetings and events will be identified. In addition, more ways to incorporate community voices into the SKNOCJC's deliberation process will be explored, including avenues that do not require community members to be physically present.

ACTION 3: Explore renaming the SKNOCJC.

DESCRIPTION: Convene stakeholders to discuss the potential for renaming the SKNOCJC.

ACTION 4: Review SKNOCJC agency membership.

DESCRIPTION: Conduct a review of the SKNOCJC membership to ensure that the current agencies and community organizations represented include those best positioned to support the successful implementation of this Strategic Plan. Make recommendations for updates to the membership, and pass a new ordinance and bylaws if necessary.

ACTION 5: Improve coordination with external groups with common goals.

DESCRIPTION: Improve coordination between SKNOCJC and groups that deal with related issues (e.g., JDAI Collaborative, Behavioral Health Council, CYPB, and domestic violence reduction

groups). Implement regular updates with the City Council's Criminal Justice Committee.

ACTION 6: Improve coordination with subgroups of the SKNOCJC.

DESCRIPTION: Engage and improve communication and coordination with the Reentry Task Force, Jail Population Management Subcommittee, and Criminal Justice Information Sharing (CJIS) Subcommittee (e.g., improved reporting and information sharing).

ACTION 7: Improve information flow among agencies.

DESCRIPTION: Support the implementation of the CJIS Subcommittee's strategic plan to update and integrate agency IT systems; ensure that information flows smoothly across agencies at each stage of the justice system to reduce error and improve efficiency.

ACTION 8: Create an orientation for new SKNOCJC members.

DESCRIPTION: Establish an orientation session for new SKNOCJC members and designees to provide them with background information on the SKNOCJC. At a minimum, this will include information on each agency and their purpose, the SKNOCJC's bylaws, how meetings are run, the proper use of Robert's Rules of Order, the SKNOCJC's responsibilities, and the SKNOCJC's strategic priorities.

ACTION 9: Implement values-informed decision-making.

DESCRIPTION: Develop a statement of values that includes principles that will be used to guide SKNOCJC decision-making in all areas of its operation.

ACTION 10: Conduct a public awareness campaign about SKNOCJC functions and activities.

DESCRIPTION: Develop and launch a public awareness campaign about SKNOCJC activities, initiatives, and grant opportunities.



ACKNOWLEDGEMENTS

This report could not have been created without the generous assistance, support, and participation of numerous individuals and organizations. To the many community members that gave their time to this process and provided thoughtful feedback, the SKNOCJC members extend their warmest thanks. The SKNOCJC would also like to particularly thank R. Erich Caulfield of The Caulfield Consulting Group for

spearheading the strategic planning process and the MacArthur Foundation for providing funds to support the development of the Plan. In addition, the SKNOCJC would like to thank the other organizations that provided important input, among them: the New Orleans City Council Criminal Justice Committee; the New Orleans Business Alliance; and the Business Council of New Orleans and the River Region.

ACRONYM LIST

CJIS Criminal Justice Information Sharing

CYPB New Orleans Children and Youth Planning Board

JDAI Juvenile Detention Alternatives Initiative

NOPD New Orleans Police Department

OCJC Mayor's Office of Criminal Justice Coordination

RFP Request for Proposals

SKNOCJC Sanford "Sandy Krasnoff New Orleans Criminal Justice Council

REFERENCES

¹ New Orleans Health Department, "Behavioral Health in New Orleans 2012 Recommendations for systems change" (New Orleans, 2012), 19.

² New Orleans Children and Youth Planning Board Childhood Trauma Task Force, "Called to Care: Promoting Compassionate Healing for Our Children" (New Orleans, 2019).

³ Jennifer Bronson and E. Ann Carson, "Prisoners in 2017" (U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, 2019).

⁴ The PFM Group, "A 21st Century Criminal Justice System for the City of New Orleans Part I: Overview of the Criminal Justice System, its Costs and the Case for Better Coordination" (New Orleans, 2012), 15.

⁵ Mathilde Laisne, Jon Wool, and Christian Henrichson, "Past Due: Examining the Costs and Consequences of Charging for Justice in New Orleans" (New York: Vera Institute of Justice, 2017) 22.



OFFICE OF MAYOR LATOYA CANTRELL

Denisha D. Stevens
CRIMINAL JUSTICE COMMISSIONER

