



TRANSITION COMMITTEE
SUSAN HUTSON
ORLEANS PARISH

Transition Report

PRESENTED BY THE TRANSITION
COMMITTEE FOR SHERIFF SUSAN HUTSON
ORLEANS PARISH SHERIFF'S OFFICE
JUNE 2, 2022

**LEADERSHIP
PROTECTION
COMMUNITY**



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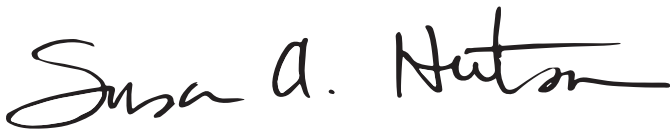
Greetings,

This Transition Report is the product of nearly five months of work from over 150 dedicated volunteer members of our six Working Groups. In addition to their hard work, our facilitators, interpreters, and Co-Chairs put in additional work to consolidate the recommendations developed in the Working Groups into this Report. I thank them all for their untiring dedication.

The next steps for this Transition Report will involve gathering input from the deputies and employees of the Orleans Parish Sheriff's Office. Their experiences and perspectives are vital to developing and implementing policies that will help usher in the progressive changes we want to achieve.

Lastly, we will continue to engage with our community throughout my Administration; seeking out the voices of those who have been touched by our criminal legal system. I believe that we all must be the change we want to see in our community, and I am committed to our community having a seat at the table.

Sincerely,



Susan Hutson, Sheriff



Letter from the Sheriff

Letter from Transition Co-Chairs



Greetings Community,

This Transition Report is the result of structured research, discussions, and deliberations over an unprecedented five-month transition period since the historic election of Susan Hutson as Sheriff of Orleans Parish. We set out to assemble a robust team of experts, advocates, and those with personal experience in the criminal justice system to form a Transition Team that truly reflects our community. We were tasked with three main objectives: (1) to conduct a deep analysis of the state of the Orleans Parish Sheriff's Office, (2) to compare and assess best practices from other jurisdictions - both state and federal, and (3) to compile in-depth recommendations that would guide our new Sheriff as she assumes the duties of her office.

Throughout this process, Sheriff Hutson and her team modeled the transparency that she promised during her campaign. She provided members with hundreds of documents, responded to every question posed by committee members, and facilitated meetings with OPSO staff. As Co-Chairs of the Transition Committee, we are united in our belief that transparency must continue to be a defining aspect of Sheriff Hutson's leadership.

An Executive Summary of this Report was released on Inauguration Day. Now, the full Transition Report is being provided for Sheriff Hutson, each deputy and employee of the Orleans Parish Sheriff's Office, and for every member of our New Orleans community. We are thankful for the opportunity to serve as Co-Chairs of the Transition Team, and for the challenge to examine past practices and develop plans for a better way forward - towards "A New Hope."

We are also very thankful to each Co-Chair, Member, Facilitator, and Interpreter who joined us in each of our six Working Groups. Your commitment to volunteering your time, diligence in this process, and thoughtfulness with which you all developed each recommendation are invaluable. Together, we are laying a foundation to make real change in our community.

Sincerely,


Prof. Andrea Armstrong


Hon. Calvin Johnson (ret.)


Flozell Daniels, Jr.



TRANSITION COMMITTEE
SUSAN HUTSON
ORLEANS PARISH

Executive Summary

During her campaign, Susan Hutson promised that if she were elected she would engage the community and serve as a Sheriff who reflected and advocated for their values. Following her historic election, she started to fulfill her campaign commitment by enlisting community members to assess the challenges and opportunities for the Orleans Parish Sheriff's Office (OPSO).

During the transition, over 150 New Orleanians provided guidance and expertise on the issues she will take on as she begins her first term. They include individuals with law enforcement experience, individuals who have been formerly incarcerated and/or victims of crime, faith leaders, and other leaders in criminal justice, public health, education, and social services. The team also benefited from national and international experts whose insights will help to address our challenges here in New Orleans. Additionally, to create inclusive avenues for broader participation, Sheriff Hutson engaged about 175 members of the broader public about their priorities through an online survey.

Each Working Group was guided by the leadership of two co-chairs with specialized knowledge of the group's focus area. Working Group Co-Chairs and Facilitators, in concert with the Transition Committee Co-Chairs, led six Working Groups to develop the priorities presented in this Executive Summary. Each group met four times over seven weeks, conducted additional research as needed, learned from guest speakers, and developed recommendations based on their shared understanding of current challenges. Many members were able to visit the New Orleans jail during the process and members reported that their first-hand observations were helpful in further refining their recommendations.

Then-Sheriff-Elect Hutson tasked the Working Groups to "dream big, but be practical." The Working Groups began their work by creating a shared aspirational vision for the Orleans Parish Sheriff's Office. They envisioned a new role for the OPSO in promoting public safety; a new ability to attract and retain the best and brightest talent; a new way of operating as an office in which the community is treated as a partner, and people inside and outside of the jail are treated with care and respect. Then, they worked diligently to ground this ambitious vision in reality and research.

Through these efforts, the Working Groups developed over 200 individual recommendations, many of which overlapped and aligned across working groups. After the conclusion of the Working Group meetings, all recommendations were compiled and consolidated according to the common Priority Areas below. Each Priority Area's full list of recommendations will be detailed in the Transition Report.

A.

OPSO KEEPS OUR COMMUNITY SAFE AND SECURE

One of the primary responsibilities of OPSO is to ensure that community members in custody are safe and secure. When this duty is fulfilled, OPSO staff and the community as a whole will also be safer. Working Groups developed recommendations focused on ensuring safe and appropriate housing; eliminating contraband from the jail; assessing past and preventing future incidents involving use of force; leveraging mental health awareness and trauma-sensitivity to reduce conflict and de-escalate crises; and strengthening emergency planning and practices.

B.

OPSO UPHOLDS ITS OBLIGATION TO PROTECT THE RIGHTS OF PEOPLE IN CUSTODY

When rights are protected and voices are heard, legal processes will be conducted fairly and jail staff will be more responsive to concerns. Working Groups developed recommendations focused on ensuring that people in custody have meaningful and confidential access to their attorneys; their immigration, constitutional, and labor rights are protected; and that they are able to file grievances, provide feedback to staff, and participate in oversight and improvement forums. They also developed recommendations to eliminate the use of solitary confinement for internal discipline.

C.

OPSO SUPPORTS THE HEALTH AND WELLNESS OF PEOPLE IN CUSTODY AND STAFF

When people who are in custody, and OPSO staff, have access to quality nutrition, care, resources, and facilities, the overall environment in the jail will be better. Working Groups developed recommendations focused on ensuring that OPSO services meet the complex needs of people in custody through improved intake and facility management; that infrastructure and systems are in place to provide and manage quality medical and mental health care; and that internal and community-based resources are marshaled to support mental, physical, and emotional health for all.

D.

OPSO FACILITATES CONNECTION TO COMMUNITY

When people who have been detained can gain skills, remain in contact with loved ones, and develop strong post-release plans, they will have a better chance at a fresh start.

Working Groups developed recommendations focused on leveraging community partners to provide job training, education, and life skills programs in the jail, and implementing smart release protocols and post-release procedures to facilitate connection to families and loved ones.

E.

OPSO OPERATES TRANSPARENTLY AND RESPECTFULLY

When the New Orleans community can oversee and work closely with OPSO, it will be able to comply more fully with requirements, effectively carry out its responsibilities without a consent decree, and leverage community assets more strategically. Working Groups developed recommendations focused on improving the quality of public interactions with the OPSO, particularly through the civil division; creating strong transparency through regular data sharing, user-friendly website redesign, and community oversight structures; and strengthening the quality of partnerships with community organizations through supportive administrative processes.

F.

OPSO STAFF ARE VALUED AND SUPPORTED

When OPSO is a desirable place to work with a positive culture and career pathways, its jail and civil responsibilities will be fully staffed and effectively implemented.

Working Groups developed recommendations to boost staff support, training, morale, and retention; strengthen the appeal of OPSO as an employer of choice; and sustain a healthy working culture and environment for all staff.

G.

OPSO IS EXCEPTIONALLY WELL MANAGED

When decisions, systems and processes are managed thoughtfully and leverage modern technology, all jail and civil functions improve. Working Groups developed recommendations focused on thoughtfully assessing and revising OPSO's Command structure; modernizing its information technology and data system infrastructure; investing in coordination with its partner justice and law enforcement agencies; and maximizing the fiscal health of the OPSO through wise management and fund development.



TRANSITION COMMITTEE
SUSAN HUTSON
ORLEANS PARISH

Introduction

The historic election of Susan Hutson as the first woman Sheriff of Orleans Parish—and the first African-American woman Sheriff in Louisiana—created an unprecedented opportunity for change. Then-Sheriff-Elect Hutson assembled an expansive, diverse team to guide her as she prepared to assume office. She selected three Transition Committee Co-Chairs - Prof. Andrea Armstrong, Hon. Calvin Johnson (ret.), and Flozell Daniels, Jr - as respected and knowledgeable members of the community. She also reached out to individuals with law enforcement experience, individuals who have been formerly incarcerated and/or victims of crime, faith leaders, and others involved in criminal justice, public health, education, and social services to build out her transition team. In addition, individuals across the city contacted her team and offered to serve. These individuals— over 150 in all—volunteered countless hours to create and build a roadmap for change.

The Transition Committee Co-Chairs assisted then-Sheriff-Elect Hutson organize her Transition team into six “Working Groups” each tasked with conducting an in-depth analysis of their area(s) and providing a robust set of policy recommendations to guide Sheriff Hutson once she was sworn-in. The six working groups, described more fully below, were: (1) Care, (2) Custody, (3) Control, (4) Command, (5) Civil, and (6) Community.

Each Working Group was led by two Co-Chairs, and supported by facilitators, translators and one Transition Committee co-chair. Each group held four online meetings over a period of seven weeks in March and April 2022. During these meetings, they created a vision for how OPSO should operate, shared their experiences and insights of current OPSO operations, and debated potential solutions. Many members were able to visit the New Orleans jail during the process and members reported that their first-hand observations were helpful in further refining their recommendations. The fruits of their work—over 200 recommendations—were then consolidated and reorganized according to cross-cutting priority areas. In addition, the Transition Committee included insights from a broader community survey as well as the expertise of members of her Advisory Committee. This Transition Report represents the final recommendations presented to Sheriff Hutson from her Transition Committee as she begins her Administration, and are shared with the residents of New Orleans - the “Community.”

TRANSITION LEADERSHIP TEAM

The Transition was led and managed by a team of community leaders with experience in the criminal legal system and community engagement. The Transition Co-Chairs provided overall guidance and visionary leadership, ensuring that the Transition maintained alignment with core values of accountability, community, and the humanity of all those impacted by the work of OPSO. The Transition's Senior Advisor and Transition Director oversaw the Transition process, while the Communications Director, Fund Development Director, Digital Strategy Director, and Transition Manager coordinated the full range of activities, ranging from outreach strategies to graphic design to communications with staff and stakeholders. Finally, the Facilitators led the six Working Groups and designed the survey that together generated the full set of recommendations presented in this Transition Report.



TRANSITION
CO-CHAIR

PROF. ANDREA ARMSTRONG

TENURED PROFESSOR OF LAW,
LOYOLA UNIVERSITY



TRANSITION
CO-CHAIR

FLOZELL DANIELS, JR.

CEO AND PRESIDENT,
FOUNDATION FOR LOUISIANA



TRANSITION
CO-CHAIR

HON. CALVIN JOHNSON

RETIRED CHIEF JUDGE OF THE ORLEANS
PARISH CRIMINAL DISTRICT COURT



SENIOR
ADVISOR

DEBORAH V. CHAPMAN

PRESIDENT, MOUNTAIN
CLIMBERS, LLC



TRANSITION
DIRECTOR

CHARLES WEST

PRESIDENT, SQUARE
BUTTON GROUP



COMMUNICATIONS
DIRECTOR

TIMOTHY DAVID RAY

PRINCIPAL, TIMOTHY
RAY & ASSOCIATES, LLC



TRANSITION
MANAGER

HARRY SCHNUR

CONSULTANT, SQUARE
BUTTON CONSULTING



FUND
DEVELOPMENT
DIRECTOR

LAURA VEAZEY

PRESIDENT,
FOCUS STRATEGY



DIGITAL
STRATEGY
DIRECTOR

BRANDIN M. CAMPBELL

CEO, CAPTURE CONNECT MEDIA



WORKING
GROUP
FACILITATOR

DR. R. ERICH CAULFIELD

FOUNDER AND PRESIDENT,
THE CAULFIELD CONSULTING GROUP



WORKING
GROUP
FACILITATOR

LOLITA ROSS

FOUNDER AND
MANAGING PRINCIPAL,
SHARED STRATEGY GROUP LLC



SUPPORT
FACILITATOR

MELODY CHANG

INDEPENDENT CONSULTANT

WORKING GROUPS

Each group met four times over seven weeks, conducted additional research as needed, learned from guest speakers, and developed recommendations based on their shared understanding of current challenges. Many members were able to visit the New Orleans jail during the process and members reported that their first-hand observations were helpful in further refining their recommendations.

CARE

The “Care” Working Group focused on policies and practices that are central to the humane treatment of people detained within the jail. Working group members made recommendations on a public health model for ensuring medical and mental health care, treatment of special populations, residential life, the grievance process, nutrition, and attorney relations.

The Care Working Group was co-chaired by Norris Henderson and Dr. Anjali Niyogi, with support from Transition Co-Chair Judge Calvin Johnson (ret.).



Working Group
Co-Chair

NORRIS HENDERSON

*Founder and Executive Director,
Voice of the Experienced/Voters
Organized to Educate*



Working Group
Co-Chair

DR. ANJALI NIYOGI

*Associate Professor
of Internal Medicine
& Pediatrics, Tulane University*

Working Group Participants

- ROCIO AGUILAR
- DR. ASTRID BIRGDEN
- LEXI PETERSON-BURGE
- DR. CHERIE BURKE
- TUERE BURNS
- DR. PIERRE DETIEGE
- LOUIS GREGORY
- KEVIN GRIFFIN-CLARK
- DR. ROCHELLE HEAD-DUNHAM
- NANCY HEILNER
- JEROME JUPITER
- CAROL KOLINCHAK
- RACHEL LEWIS
- MAX LURYE
- STEPHANY LYMAN
- EUGENE MENERAY
- DR. BECKY MERIWETHER
- DR. JAMES MOISES
- CHARLOTTE PARENT
- ELSE PEDERSEN
- KATHY RANDELS
- MATHEW SCHWARZMAN
- JAWAD SHAKIR
- JORDAN SHANNON
- DR. LINDA USDIN

CUSTODY

The “Custody” Working Group focused on policies and practices that are central to the operation of the jail. Members of this working group reviewed existing policies and procedures for intake (including refusal), releases (including re-entry), training, emergency operations, facilities, and fees for services.

The Custody Working Group was co-chaired by Chad Sanders and Meghan Garvey with support from Transition Co-Chair Prof. Andrea Armstrong.



Working Group
Co-Chair

CHAD SANDERS

*Co-Executive Director,
The First 72+*



Working Group
Co-Chair

MEGHAN GARVEY

*Policy Counsel,
Orleans Public Defenders*

Working Group Participants

- EDWARD CARLSON
- MONTRELL CARMOUCHE
- MAXWELL CIARDULLO
- LISA CRINEL
- KATHERINE CROUCH
- R. CHRIS DAEMMRICH
- KISHA EDWARDS
- DANIEL GOLDSTEIN
- WILL HARRELL
- DR. DEIDRE HAYES
- DEON HAYWOOD
- JUDGE ARTHUR HUNTER (RET.)
- ALISON MCCRARY
- MICHAEL MILLER
- RENARD THOMAS
- DAVID WALTERS
- JON WOOL
- BENJAMIN ZUCKER

CONTROL

The “Control” Working Group focused on policies and practices that promote safety and security in the facility as a whole. This working group developed recommendations on consent decree implementation (except for healthcare), use of force, preventing violence and contraband, housing and classification decisions, accreditation, the deputy detail system, internal disciplinary systems, and coordination with other agencies of the criminal legal system, including transport and patrols.

The Control Working Group was co-chaired by Will Snowden and Vanessa Spinazola, with support from Transition Co-Chair Prof. Andrea Armstrong.



**Working Group
Co-Chair**

WILL SNOWDEN

*Director, Vera
Institute of Justice*



**Working Group
Co-Chair**

VANESSA SPINAZOLA

*Executive Director,
The Justice and Accountability
Center of Louisiana*

Working Group Participants

- DR. ASTRID BIRGDEN
- BETTY DIMARCO
- TANYA GLOVER
- SUSAN GUIDRY
- ANTHONY IBERT
- SALVADO LONGORIA
- HAYLEY MALCOLM
- JEROME MORGAN
- ALICIA PATTERSON
- URSULA PRICE
- BRUCE REILLY
- PROF. KATIE SCHWARTZMANN
- KEN SCOTT
- MARK VICKNAIR

CIVIL

The “Civil” Working Group focused on the duties of the civil sheriff in several key areas such as service of process (including interactions with impacted people and crime survivors), courthouse deputies, reserve deputies, seizures of property, evictions, auctions, and foreclosures.

The Civil Working Group was co-chaired by Cashauna Hill and Troy Glover, with support from Transition Co-Chair Judge Calvin Johnson (ret.).



**Working Group
Co-Chair**

CASHAUNA HILL
*Executive Director,
Louisiana Fair Housing
Action Center*



**Working Group
Co-Chair**

TROY GLOVER
*Director, New Orleans
Center for Employment
Opportunities*

Working Group Participants

- AUSTIN BADON
- DR. RANDY FERTEL
- ALBERT “AL” GRANDOIT
- DASJON JORDAN
- DR. PAMELA JENKINS
- SIMON LEVITSKY
- LINDA LEWIS
- DARREN LOMBARD
- JARED MILLER
- CHELSEY NAPOLEON
- DR. CHANEL PAYNE
- DR. DEMETRESE PHILLIPS
- REV. MICHAEL RAYMOND
- DR. CLYDE ROBERTSON
- A’NIYA ROBINSON
- GREGORY SWAFFORD
- YVETTE THIERRY
- KEITH TWITCHELL

COMMAND

The “Command” Working Group focused on centralized office management of the divisions and operations of the Orleans Parish Sheriff’s Office (“OPSO”), including human resources, working conditions for staff, fiscal management, legal, information technology, and the credit union. This group also assisted in developing priorities for the first 100 days of the administration.

The Command Working Group was co-chaired by John Pourciau and Mercedes Montagnes, with support from Transition Co-Chair Flozell Daniels, Jr.



Working Group
Co-Chair

JOHN POURCIAU

*AVP, Government Affairs
at LCMC Health*



Working Group
Co-Chair

MERCEDES MONTAGNES

*Executive Director,
The Promise of Justice Initiative*

Working Group Participants

- MARVIN ARNOLD
- DR. CLARANCE BICKHAM
- DR. ASTRID BIRGDEN
- GRAHAM BOSWORTH
- GREER CONERLY
- DANIEL DENOUX
- GERALD DUHON
- PAUL FEYERABEND
- LAMAR GARDERE
- CARLOS HORNBROOK
- MARY HOWELL
- JESSICA LANG
- SIMONE LEVINE
- GAVIN LEWIS
- DR. TONY LICCIARDI
- KRISTEN MORALES
- LT. NICOLE POWELL
- ANTHONY RADOSTI
- ERNEST RIEUX
- REV. DR. EMANUEL SMITH
- SAMUEL SMITH
- PEARLINA THOMAS

COMMUNITY

The “Community” Working Group focused on relations between the Orleans Parish Sheriff’s Office and the broader community, including developing recommendations for transparency of operations, accountability, independent oversight, and continuing engagement with communities and city and state leaders. This group also considered OPSO’s role in alternatives to incarceration.

The Community Working Group was co-chaired by Mariah Moore and Sade Dumas, with support from Transition Co-Chair Flozell Daniels, Jr.



Working Group
Co-Chair

SADE DUMAS

*Former Executive Director,
Orleans Parish Prison
Reform Coalition*



Working Group
Co-Chair

MARIAH MOORE

*Founder and Co-Director,
House of Tulip*

Working Group Participants

- DENNIS BAGNERIS
- PHILLIP BROCK
- KIANA CALLOWAY
- STRICEN CARTER
- ANNETTE CRANFORD-HAMILTON
- MARJORIE ESMAN
- DR. SAMANTHA FRANCOIS
- MARY GRIGGS
- EARL HAGANS
- REGINALD JOHNSON
- BRIAN JONES
- ROBERT JONES
- SUSAN KOREC
- DOLFINETTE MARTIN
- SARONE SUNRAA
- WILLIAM WELCH
- REV. CEDRIC WILSON

Advisory Committee



- DORIAN-GRAY ALEXANDER
- MARVIN ARNOLD
- PASTOR ANTOINE BARRIERE
- CATHLEEN BELTZ
- AMY BOSWORTH
- DAVID CAPASSO
- TROY DELONE
- AMY GRAHAM
- NORRIS HENDERSON
- GIA IRLANDO
- ARNOLD H. JAMES
- KEITH LAMPKIN
- GARRON LEWIS
- ANTHONY “AP” MARULLO III
- NICK MITHCELL
- DR. ANJALI NIYOGI
- ZAKENYA NEELY
- TROY POPLOUS
- JOHN POURCIAU
- REV. MICHAEL RAYMOND
- DR. BRUCE REILLY
- MAX ROSE
- JENNIFER SCHNIDMAN
- REV. DR. EMANUEL SMITH, JR.
- AMBER WALKER
- TYRONNE WALKER
- REV. CEDRIC WILSON
- JON WOOL
- LYNDA WOOLARD



TRANSITION COMMITTEE
SUSAN HUTSON
ORLEANS PARISH

Survey Results

INTRODUCTION

The Transition Team conducted a public online survey, in recognition of Sheriff Hutson’s commitment to a broad and inclusive community input process. The survey collected anonymous responses from across the city and asked participants to rank their priorities for the Orleans Parish Sheriff’s Office. The survey, conducted from April 8 - April 19, 2022, will help the Sheriff to set her agenda for which challenges to tackle first.

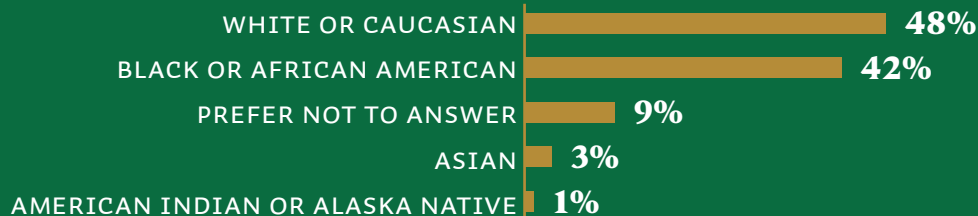
“You are displaying your professionalism and readiness to effectively serve as the Sheriff of Orleans Parish by asking for our opinion. That has NEVER happened in my 63 years as a resident. I thank you and applaud how you have chosen to begin.”

- Survey respondent

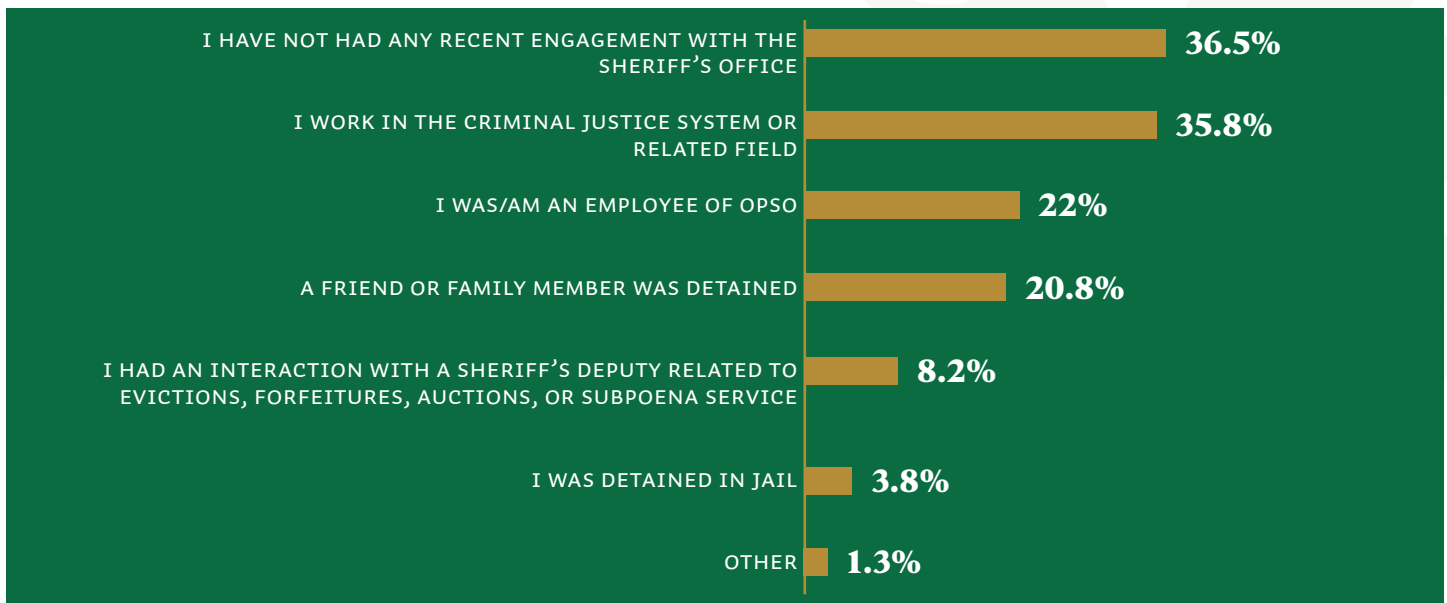
WHO RESPONDED TO THE SURVEY?

A total of 173 New Orleans residents responded to the survey. About half, 49%, of respondents live in Uptown, Mid-City, or New Orleans East. The rest of respondents live in other neighborhoods across the city. Respondents ranged in age from 18 to over 65 years old. The two charts below show the percentages of respondents by race and their source of involvement in the Sheriff’s Office.

SURVEY RESPONDENTS BY RACE



RESPONDENTS BY INVOLVEMENT WITH OPSO



Survey participants also offered additional comments for consideration by Sheriff Hutson and the Transition Committee. Many of the comments called for the Sheriff to empower and listen to OPSO staff, who need the support of leadership to deliver safety and care to people in custody. Others offered prayers, cautious optimism, congratulations, and good luck.

RESPONDENTS' HIGHEST PRIORITIES FOR CHANGE

The majority of the survey questions asked respondents to rank statements based on whether the statement represents a high or low priority area to address under Sheriff Hutson's new administration. The 22 statements covered all areas of OPSO operations, civil and criminal. Below are the top ten ranked priorities organized by three groupings of respondents: 1) all respondents; 2) those who work or formerly worked for OPSO; and 3) those who were previously detained or had a friend/family member who was detained.

Though the three groups of respondents represent different perspectives, there were significant common areas of interest, including care and free services for vulnerable populations and those with medical and mental health needs. All three groups also identified external oversight, including data and information sharing; strong management of the budget; and modernizing recordkeeping as priority areas.

The priorities identified below are discussed in more depth later in the report, followed by specific recommendations.

In total, 173 New Orleans residents took the survey. These were their top ten priorities. Green text indicates the priority is shared with OPSO employee respondents and respondents who have been detained or had family members/friends detained by OPSO.

1. Helping people who are detained with medical and mental health issues
2. A safe environment for people who are detained, their visitors, and staff, including the reduction of contraband within the jail and appropriate housing decisions
3. Strong management of the budget
4. Integration with community organizations to provide re-entry and other programs/services
5. Transparent data and information available to the public

6. Meeting the special needs of vulnerable populations
7. Training for OPSO staff on conflict resolution, management, and other topics
8. Strong coordination with other criminal justice entities and city and state leaders
9. Reduced reliance on manual and paper record systems; upgrades towards modern information technology systems
10. Reliable visitation and means of keeping in contact with attorneys and family members

35 of the respondents are (or were) an employee of OPSO. These were their top ten priorities:

1. Basic services at reduced or no cost for people who are detained (e.g., using the phone, medical treatment, commissary)
2. Helping people who are detained with medical and mental health issues
3. Independent oversight by community representatives
4. Compliance with the Consent Decree
5. Meeting the special needs of vulnerable populations
6. Strong management of the budget
7. A regular process for collecting feedback from people who were detained and people who are currently detained
8. Broader public awareness of processes and functions of the Civil Division of the Sheriff's Office
9. Transparent data and information available to the public
10. Reduced reliance on manual and paper record systems; upgrades towards modern information technology systems

35 of the respondents were previously detained in jail or have a friend or family member who was detained. These were their top ten priorities:

1. Meeting the special needs of vulnerable populations
2. Basic services at reduced or no cost for people who are detained (e.g., using the phone, medical treatment, commissary)
3. Broader public awareness of processes and functions of the Civil Division of the Sheriff's Office
4. Strong management of the budget
5. A safe environment for people who are detained, their visitors, and staff, including the reduction of contraband within the jail and appropriate housing decisions
6. Transparent data and information available to the public
7. Compliance with the Consent Decree
8. Strong coordination with other criminal justice entities and city and state leaders
9. A regular process for collecting feedback from people who were detained and people who are currently detained
10. Reliable visitation and means of keeping in contact with attorneys and family members



Recommendations

The Transition has identified 7 Priority Areas for the Sheriff to incorporate into her plans for her first term. Each Priority Area includes Strategies, and each Strategy includes Recommendations.

Priority Areas

A.

OPSO KEEPS OUR COMMUNITY
SAFE AND SECURE

B.

OPSO UPHOLDS ITS OBLIGATION
TO PROTECT THE RIGHTS OF
PEOPLE IN CUSTODY

C.

OPSO SUPPORTS THE HEALTH AND
WELLNESS OF PEOPLE IN CUSTODY
AND STAFF

D.

OPSO FACILITATES CONNECTION
TO COMMUNITY

E.

OPSO STAFF ARE VALUED
AND SUPPORTED

F.

OPSO OPERATES TRANSPARENTLY
AND RESPECTFULLY

G.

OPSO IS EXCEPTIONALLY
WELL-MANAGED

A. OPSO keeps our community safe and secure

INTRODUCTION

One of the primary responsibilities of OPSO is to ensure that community members in custody are safe and secure. When this duty is fulfilled, OPSO staff and community as a whole will also be safer. Recent reports by the Independent Monitors for the OPSO Consent Decree noted that, although violence in the jail has decreased overall during the last 8 years, current levels of violence are still unacceptable. A report from 2021 also notes the importance of increasing access to mental healthcare which can help to reduce crisis and conflict related to mental health issues. These areas, along with opportunities to improve emergency operations and decisions about housing, represent important ways that the safety and security of people in custody could be enhanced.

By ensuring that our community members who are in custody are safe and secure, OPSO provides the foundation for its other functions and services. Achieving this goal will also enable OPSO to become a model for how to effectively meet the safety needs of both staff and those in custody. To accomplish this, OPSO should focus on effective screening/monitoring, planning, training, and data analysis.

Strategies:

- 1 Provide safe and appropriate housing that takes into account age, gender, and sexuality
- 2 Ensure that operations during emergencies are comprehensively planned and communicated, particularly the protocols for the safety and housing of those in custody
- 3 Maintain an environment that protects sexual health, where all are free from sexual harassment and assault
- 4 Reduce use of force incidents
- 5 Prevent incidents of harm and crisis related to mental health issues



First 100 Days Recommendations:

- **Recommendation 1.1:**
Maintain the current policy of not housing individuals under 18 years of age at OJC
- **Recommendation 1.2:**
Ensure pod-staffing reaches the minimum requirements for the Consent Decree; review the staff assignment process and redeploy (with appropriate training) excess staff capacity from other departments towards this effort
- **Recommendation 2.1:**
Review and revise policies and procedures for evacuating those in custody for all types of emergencies
- **Recommendation 2.2:**
Create a protocol for people to bond out during emergencies, including those who are evacuated for long periods of time
- **Recommendation 2.3:**
Review and revise the plan for hurricanes that can be activated at least 80 hours in advance of a storm
- **Recommendation 3.1:**
Maintain accreditation by the American Correctional Association (ACA) and National Commission on Correctional Healthcare (NCCHC) and compliance with the Prison Rape Elimination Act (PREA); engage an independent, certified PREA auditor

Strategy 1:

Provide safe and appropriate housing that takes into account age, gender, and sexuality

- **Recommendation 1.1:**
Maintain the current policy of not housing individuals under 18 years of age at OJC (*First 100 Days*)
- **Recommendation 1.2:**
Ensure pod-staffing reaches the minimum requirements for the Consent Decree; review the staff assignment process and redeploy (with appropriate training) excess staff capacity from other departments towards this effort (*First 100 Days*)

Recommendation 1.3:

Evaluate, with regular frequency, the current classification system for overall effectiveness; establish routine re-evaluation of initial intake classification/housing decisions and people’s feeling of safety in custody (*First Year*)

Recommendation 1.4:

Make housing decisions at intake that provide safety, needs, and dignified treatment of LGBTQ and gender non-binary people in custody (*First Year*)

Recommendation 1.5:

Explore whether additional information could be obtained at intake to better identify affiliations and other factors to be used in housing/classification decisions to prevent violence (*First Year*)

Recommendation 1.6:

Explore the process of splitting pods, along with retrofitting, to create smaller pods for populations with unique security, programming, or other needs (*First Term*)

Recommendation 1.7:

Conduct a study to identify safety conditions among people in custody that promote the belief that possession of a weapon is needed; review data collected from new surveys and use it to highlight trends that can be addressed (*First Term*)

Anticipated Impact:

People in custody feel and are safer, internal processes and procedures are more effective, and existing facilities and staff resources are more effectively deployed

Resource Needs:

Analytical tools/expertise to examine the intake process and optimize staffing related to Consent Decree requirements, architectural design expertise for potential reconfiguration of the pods, and funding for capital expenses related to the potential reconfiguration and retrofitting of the pods

Strategy 2:

Ensure that operations during emergencies are comprehensively planned and communicated, particularly the protocols for the safety and housing of those in custody

Recommendation 2.1:

Review and revise policies and procedures for evacuating those in custody for all types of emergencies (*First 100 Days*)

Recommendation 2.2:

Create a protocol for people to bond out during emergencies, including those who are evacuated for long periods of time (*First 100 Days*)

Recommendation 2.1:

Review and revise policies and procedures for evacuating those in custody for all types of emergencies (*First 100 Days*)

Recommendation 2.2:

Create a protocol for people to bond out during emergencies, including those who are evacuated for long periods of time (*First 100 Days*)

Recommendation 2.3:

Review and revise the plan for hurricanes that can be activated at least 80 hours in advance of a storm (*First 100 Days*)

Recommendation 2.4:

Establish or revise Memorandums Of Understanding (MOUs) with facilities to which people in custody are transferred to ensure that receiving facilities are prepared to provide hygienic and sanitary conditions (*First Term*)

Recommendation 2.5:

Expand the standing Criminal District Court En Banc order with judges to authorize the Sheriff to release the maximum number of people consistent with public safety during emergencies; this expansion should include reviewing the criteria for when it would be enacted (*First Term*)

Recommendation 2.6:

Create policies and procedures for release of people in custody, within the Sheriff's authority, during declared States of Emergency (*First Year*)

Recommendation 2.7:

Provide ways for families to be in real-time communication with those in custody during emergencies (*First Year*)

Recommendation 2.8:

Enhance internal communication protocols for staff and those in custody to keep them informed of management plans and decisions (*First Year*)

Recommendation 2.9:

Publicly share the criteria for when evacuations happen and processes for bonding out in emergency situations (*First Year*)

Anticipated Impact:

In emergency situations, all stakeholders have a clear understanding of what is occurring and the plan for responding, and those in custody are ensured of humane treatment and conditions throughout the process

Resource Needs:

Policy and procedure revisions related to communication, release, evacuations and other activities that may happen during emergencies, and coordination with the courts and other jail facilities to establish/revise the En Banc order and MOUs

Strategy 3:

Maintain an environment that protects sexual health, where all are free from sexual harassment and assault

Recommendation 3.1:

Maintain accreditation by the American Correctional Association (ACA) and National Commission on Correctional Healthcare (NCCCHC) and compliance with the Prison Rape Elimination Act (PREA); engage an independent, certified PREA auditor (*First 100 Days*)

Recommendation 3.2:

Conduct a comprehensive review of current and past whistleblower cases, with a particular focus on cases involving sexual harassment and discrimination among staff and people detained, and identify actions to address the issues raised (*First Year*)

Recommendation 3.3:

Discourage a culture of sexual harassment by increasing sexual harassment and PREA training to staff, including how to handle and report potential harassment situations by staff, supervisors, and people in custody (*First Year*)

Recommendation 3.4:

Remove condoms from the contraband list to support a harm reduction approach in preventing the spread of HIV and other STIs (*First Year*)

Anticipated Impact:

People in custody and staff have greater protection and comfort in their housing and work environments

Resource Needs:

Analytical and research tools/expertise to examine the whistleblowers cases, training resources to address sexual harassment, and policy changes related to contraband

Strategy 4:

Reduce use of force incidents

Recommendation 4.1:

Conduct a historical analysis of use of force data to identify trends; review past incidents with line deputies and incorporate the findings into ongoing training, discipline, and policy development (*First Year*)

Recommendation 4.2:

Institute an internal use of force review process that automatically requires examination of video footage in incidents that result in injury and/or complaints/grievances; the process should include quality control checks of footage, and extending the amount of time that video footage is generally retained (*First Year*)

Recommendation 4.3:

Ensure strict compliance with use of force reporting and review requirements (*First Year*)

Anticipated Impact:

Uses of force are reduced and staff and people in custody have greater protection from violence and harm

Resource Needs:

Analytical tools/expertise to examine the use of force data and safety conditions, policy/procedural changes related to the use of force video footage, and training updates identified by the use of force analysis

Strategy 5:

Prevent incidents of harm and crisis related to mental health issues

Recommendation 5.1:

Reorganize staff training so that the initial focus is on a human-centered approach to interactions with people in custody, which is then followed by operational training (*First Year*)

Recommendation 5.2:

Provide staff training that includes enhanced, trauma-informed sections that focus on conflict resolution and de-escalation techniques; conflict resolution training/programming should also be made available to people in custody (*First Year*)

Recommendation 5.3:

Ensure that mental health staff are present for pre-planned use of force actions (e.g., when a person is in crisis or violence is imminent) (*First Year*)

Recommendation 5.4:

Establish a program to train peers in suicide prevention (*First Term*)

Recommendation 5.5:

Consider revising policies and procedures to reduce the number of staff needed for entry into cells during emergency situations to facilitate more rapid responses in critical situations (*First Term*)

Anticipated Impact:

Staff are more prepared to identify and intervene in situations that could escalate into violence and crisis, including self-harm and specific incidents of violence are handled with an orientation of mental health awareness

Resource Needs:

Policy/procedural changes to address pre-planned use of force incidents, staff training on trauma to better help those in crisis, and training/programming on conflict resolution and mental health-related topics to provide additional tools to staff and people in custody to address issues as they arise

B. OPSO upholds Its obligation to protect the rights of people in custody

INTRODUCTION

Whether through lawsuits, advocacy efforts, or other means, community members have clearly and consistently asked for OPSO to be vigilant in protecting the rights of community members admitted to its custody. That protection must be equitable and ensure that processes inside the jail are fair, transparent, and efficient. By protecting the rights of people in custody, we will implement changes required by the Consent Decree, but more importantly, increase public trust that the Sheriff’s Office operates fairly.

Recognizing that most of the people detained in jail facilities are pretrial and have a legal presumption of innocence, OPSO should focus on ensuring that the legal, labor, and medical rights of everyone in custody are protected. OPSO should also focus on improving the grievance and disciplinary processes, supporting those with limited English proficiency, expanding access to commissary and other privileges, and addressing issues related to the use of solitary confinement and extreme isolation. OPSO should create forums at multiple levels to hear the concerns of people in custody and establish operational processes to address those concerns.

Strategies:

- | | |
|--|---|
| 1 Provide those in custody with ample, easy, and confidential access to their legal counsel | 6 Reform the disciplinary system to become more transparent and consistent, eliminate solitary confinement, and minimize the use of extended isolation |
| 2 Protect the private medical information of people in custody | 7 Operate a fair and efficient grievance process for people in custody |
| 3 Ensure people in custody are aware of their rights | 8 Ensure that the diverse needs of the people in the jail, including immigrants and people with limited English proficiency, are met with sensitivity and efficiency |
| 4 Protect the labor rights of those in custody | 9 Treat people in custody with the presumption of innocence |
| 5 Expand access to commissary, visitation, and other privileges | |



First 100 Days Recommendations:

- **Recommendation 1.2:**
Create procedure to expedite attorney visits into the jail for private contact visits with clients; decrease the current waiting times
- **Recommendation 6.1:**
Ensure that every person, regardless of classification or custody level, is permitted daily out-of-cell time
- **Recommendation 6.2:**
Prohibit the use of solitary confinement or extreme isolation for people with a history of mental illness, suicidal ideations, and/or self-harming behaviors
- **Recommendation 6.3:**
Regulate the negative effects of lockdowns and isolation by conducting ongoing mental health checks performed by licensed medical professionals
- **Recommendation 7.1:**
Improve policies and procedures to better protect people who file grievances from retaliation
- **Recommendation 8.1:**
Refuse cooperation with U.S. Immigration and Customs Enforcement (ICE) to identify people who may be deportable and do not hold people in custody solely for ICE detainers

Strategy 1:

Provide those in custody with ample, easy, and confidential access to their legal counsel

- **Recommendation 1.1:**
Arrange for public defenders to staff the Intake and Processing Center to provide counsel to those newly brought into custody (*First Year*)
- **Recommendation 1.2:**
Create procedure to expedite attorney visits into the jail for private contact visits with clients; decrease the current waiting times (*First 100 Days*)
- **Recommendation 1.3:**
Expand the amount of secure, private facility space for in-person and virtual attorney visits; this expansion should include identifying staffing for security (*First Term*)
- **Recommendation 1.4:**
Increase the use of secure, virtual platforms to allow defendants additional communication channels to their attorneys (*First Term*)

Recommendation 1.5:

Revise the existing phone service contract to prioritize identity protections for those in custody and their callers. This revision should include removing the functions that allow participant voice recognition and geolocation of outside callers speaking with people inside the jail **(First Term)**

Anticipated Impact:

People in custody have better access to confidential legal counsel and OPSO has increased transparency around the welfare of those who are in custody

Resource Needs:

Coordination with OPD to provide increased on-site access to attorneys, policy revisions to increase confidential access to attorneys, space allocations to accommodate greater in-person communication between attorneys and their clients, IT expertise to identify and implement effective platforms for private, virtual attorney-client interactions, and additional security staff for increased in-person meetings

Strategy 2:

Protect the private medical information of people in custody

Recommendation 2.1:

Revise policies that govern OPSO access to/sharing of sensitive patient information internally and externally; this change should include developing a policy to assist incarcerated individuals with identifying and signing medical releases to facilitate medical staff in sharing information **(First year)** *[Cross-cutting recommendation: also applicable to the, "OPSO Supports the Health and Wellness of People in Custody and Staff" priority area]*

Recommendation 2.2:

Identify effective measures that further ensure that people in custody can have confidential conversations with their care providers **(First Year)**

Anticipated Impact:

People in custody have a better understanding of how their confidential information is being used and have greater confidence that their health information will be secure

Resource Needs:

Policy, procedure, and practice changes to facilitate informed, confidential communication and decision making for people in custody

Strategy 3:

Ensure people in custody are aware of their rights

Recommendation 3.1:

Post important policies, regulations, and rights-related information in highly-visible locations, in multiple languages, and on every unit. This information should include a “know your rights” summary and a notice that non-attorney communications are not considered confidential and phone conversations may be recorded (*First Year*)

Recommendation 3.2:

Develop an orientation video for those being admitted (*First Year*)

Recommendation 3.3:

Conduct an assessment of the access to the law library and improve library resources based on constitutional requirements and best practices for recommended resource lists (*First Term*)

Anticipated Impact:

Those who are housed and work at the jail are better aware of the rights of those in custody

Resource Needs:

Video production capacity to create the orientation video, signage to post important information, and research/analytical capacity to examine access to law library information

Strategy 4:

Protect the labor rights of those in custody

Recommendation 4.1:

Revise policies to ensure that work assignments inside the jail are compensated at a fair wage and effectively used as incentives for good behavior (*First Year*)

Recommendation 4.2:

Ensure that incarcerated persons that are contracted out to perform work for the City of New Orleans or other public and private organizations are compensated at a fair wage (*First Year*)

Anticipated Impact:

People in custody can choose to voluntarily participate in work that is fairly compensated

Resource Needs:

Policy and procedural changes to update work assignments and related incentives, and coordination with City agencies to avoid overlapping work projects

Strategy 5:

Expand access to commissary, visitation, and other privileges

Recommendation 5.1:

Provide confidential calls between clergy and people in custody (*First Year*)

Recommendation 5.2:

Introduce non-fee-based access to tablets, for educational purposes and as a means to stay connected with family, as a privilege for good behavior (*First Year*)

Recommendation 5.3:

Consider use of office modules in core spaces on each floor for visitation by medical staff or clergy (*First Term*)

Recommendation 5.4:

Ensure that, prior to revising the commissary contract, any profit that accrues to OPSO is placed in a “welfare fund” to support programming and activities for incarcerated people; eliminate profit-sharing part of commissary revenue (*First Year*)

Recommendation 5.5:

Revise the contract for commissary to improve offerings and ensure that vendors provide fair market prices for all items (*First Term*)

Recommendation 5.6:

Reduce the potential financial burden on people in custody and their families by establishing an expansive donation system for commissary and educational materials (games and activities) in partnership with nonprofits (*First Term*)

Recommendation 5.7:

Identify facility space for contact visits between people in custody, their advocates, and families (*First Term*) [*Cross-cutting recommendation: also applies to the, “OPSO Facilitates Connection to Community” priority area*]

Recommendation 5.8:

Eliminate fees for services, including fees for medical co-pays, posting cash bail, letters of incarceration and other records, and phone/video calls with attorneys and family members (*First Term*)

Recommendation 5.9:

Facilitate jail-based voting for those in custody who are eligible (*First Term*)

Recommendation 5.10:

Revise policies to allow those in custody to attend the funerals of close family members and the births of children (*Firm Term*)

Recommendation 5.11:

Increase library resources and regular access to resources (*First Term*)

Recommendation 5.12:

Explore establishing an internal radio station, newsletter, and/or podcast operated by and for incarcerated people, led by a formerly incarcerated person and potentially in collaboration with local radio stations; ensure case related information is not included (*First Term*)

Anticipated Impact:

People in custody have greater access to enrichment resources and civic activities, a constructive channel to relate to one another and gain a feeling of control over the story of their experience, and barriers to maintaining contact with family and other support networks are reduced, improving safety for both staff and people detained in the jail

Resource Needs:

Contract and policy revisions to provide greater access to commissary, phone, and other privileges, coordination with other government agencies to facilitate voting, collaboration with community organizations for commissary donations, security staff capacity to support in-person visitation inside and outside of the facility, funding for equipment and capital expenses to provide tablets and visitation space, broadcast-related expertise and equipment to produce the programs and coordination with external radio stations to provide additional support

Strategy 6:

Reform the disciplinary system to become more transparent and consistent, eliminate solitary confinement, and minimize the use of extended isolation

Recommendation 6.1:

Ensure that every person, regardless of classification or custody level, is permitted daily out-of-cell time (*First 100 Days*)

Recommendation 6.2:

Prohibit the use of solitary confinement or extreme isolation for people with a history of mental illness, suicidal ideations, and/or self-harming behaviors (*First 100 Days*)

■ **Recommendation 6.3:**

Regulate the negative effects of lockdowns and isolation by conducting ongoing mental health checks performed by licensed medical professionals *(First 100 Days)*

■ **Recommendation 6.4:**

Confer with medical experts, mental health professionals, and impacted people to (re)define the meanings of solitary confinement, extreme isolation, lockdown, and medical isolation, and train all staff and Disciplinary Board members on the differences and the impacts of these control methods on the jail environment *(First Year)*

■ **Recommendation 6.5:**

Establish a standing committee, consisting of high-level staff, to regularly evaluate the policies and use of isolation, administrative segregation, lockdown, and solitary confinement and develop alternative disciplinary methods that eliminate the perceived need for solitary confinement *(First Year)*

■ **Recommendation 6.6:**

Develop, communicate, and enforce clear and consistent written policies that outline when violations/jail-based charges will result in loss of out-of-cell time, how much out-of-cell time will be lost, for how long the out-of-cell-time will be lost, and the opportunities and procedures to appeal and regain out-of-cell time *(First Year)*

■ **Recommendation 6.7:**

Develop individualized, clear plans for return to less restrictive conditions as early in the disciplinary process as possible and share the plan with the incarcerated person *(First Year)*

■ **Recommendation 6.8:**

Conduct a review of the overall disciplinary process to identify additional ways to enhance trust in the system, including potentially allowing people in custody to have counsel/an advocate and at least one witness in their defense participate with them and on their behalf in all phases of the process *(First Year)*

■ **Recommendation 6.9:**

Enhance incentive-based policies to promote improved behavior, which includes clearly communicating the distinctions in privileges available to individuals at different security levels *(First Year)*

■ **Recommendation 6.10:**

Revise policies and procedures for management of outbreaks of highly contagious diseases to prioritize the transfer of infected patients to non-carceral medical facilities, release of medically vulnerable people, and prohibition of medical isolation *(First Year)*

- Ensure that any segregation for medical reasons allows, within health and safety constraints, access to all privileges and rights provided by the patient's current custody level

■ **Recommendation 6.11:**

Ensure that sanctions issued as a result of the disciplinary process do not compromise legal and human rights *(First 100 Days)*

Anticipated Impact:

Disciplinary proceedings are fairer and better understood by those in custody, (resulting in fewer disciplinary disruptions), the care of individuals with medical and mental challenges are more effectively managed, and the use of extreme isolation is reduced and the effects are better understood

Resource Needs:

Policy and procedural changes to reduce the use of extreme isolation and more effectively manage the impacts of potential contagious disease outbreaks, research and analytical tools/expertise to improve the disciplinary process, internal coordination to better address mental health needs, training to improve preparation of disciplinary board members, and coordination with external experts and institutions to (re)define the various forms of confinement and isolation

Strategy 7:

Operate a fair and efficient grievance process for people in custody

Recommendation 7.1:

Improve policies and procedures to better protect people who file grievances from retaliation **(First 100 Days)**

Recommendation 7.2:

Make grievance forms easier to obtain, including electronically and by paper; maintain kiosks and keep them operational; and provide paper receipts to those who file grievances **(First Year)**

Recommendation 7.3:

Revise grievance policies and procedures to incorporate preventive measures; this should include providing enhanced training for deputies in conflict resolution and proactive problem solving to prevent issues from escalating **(First Year)** *[Cross-cutting recommendation: applies to multiple priority areas]*

Recommendation 7.4:

Identify additional ways to revise grievance practices to ensure more timely resolution of grievances that are filed **(First Year)**

Recommendation 7.5:

Hire an independent, external liaison to evaluate and investigate grievances **(First Term)**

- Among other duties, this role should: ensure adherence to the timeline for responding to grievances, communicate with the person who filed them, and triage and quickly address grievances that indicate escalating situations

Anticipated Impact:

People in custody have greater confidence that their concerns will be heard and addressed in a timely manner, and grievance processes are more transparent and easier to track

Resource Needs:

Staff for the new liaison role, IT support to make filing grievances easier, training to better equip staff to address issues, research and analytical tools/expertise to identify additional actions that could be taken, and office-related supplies for the paper receipts

Strategy 8:

Ensure that the diverse needs of the people in the jail, including immigrants and people with limited English proficiency, are met with sensitivity and efficiency

Recommendation 8.1:

Refuse cooperation with U.S. Immigration and Customs Enforcement (ICE) to identify people who may be deportable and do not hold people in custody solely for ICE detainees

(First 100 Days)

Recommendation 8.2:

Provide anti-bias training for all staff. The training should cover, among other topics, race, gender, and sexuality biases, and include hearing from people who have previously been incarcerated *(First Year)*

Recommendation 8.3:

Maintain/create Spanish and Vietnamese language versions, both written and audio, of core materials and pathways of communication *(First Year)*

- Includes booking and intake areas and for educational materials and opportunities

- Access should include the availability of proficient, neutral translators, when needed

Recommendation 8.4:

Ensure that the Inmate Handbook and kiosks are accessible in multiple languages *(First Year)*

Recommendation 8.5:

Regularly update the Inmate Handbook and other materials to ensure that they are written in simple, easy-to-understand language; identify and address any other areas in jail operations where language access could be improved to further increase compliance with Consent Decree requirements, including enforcement of existing policies *(First Year)*

Recommendation 8.6:

Provide regular worship service opportunities and faith-based programming that supports the unique needs of the populations in custody *(First Year)*

Anticipated Impact:

The rights of people from various cultural backgrounds and levels of English proficiency are protected, and support is provided to help meet their unique needs

Resource Needs:

Translation capabilities to provide access to materials and processes in multiple languages, staff/partners with diverse religious and cultural expertise to support populations with unique needs, and training to prepare staff to more effectively engage with diverse populations

Strategy 9:

Treat people in custody with the presumption of innocence

Recommendation 9.1:

Explore updating the intake process to delay admission into the jail after booking to allow people to proceed to their first court appearance in their own clothing (**First year**)

Recommendation 9.2:

Identify and implement additional policies, procedures, and practices that instill in all aspects of jail-related operations the recognition of the presumed-innocence of those who have been arrested (**First Year**) [*Cross-cutting recommendation: applies to multiple priority areas*]

Anticipated Impact:

People in custody are viewed with greater compassion and respect, reducing disruptive behavior and increasing public trust

Resource Needs:

Policy, procedure, and process changes to delay admission and analytical expertise to identify additional measures that could be taken

C.

OPSO supports the health and wellness of people in custody and staff

INTRODUCTION

People detained at OJC arrive with a variety of medical, mental health, substance use disorder, and other needs, which in some cases have previously been misdiagnosed or unidentified. Staff members also need support to manage the often stressful demands of duties, particularly those working within the jail. Strengthening OPSO’s internal operations can improve conditions within the jail, including staff and people in custody. Programs, technology, and better space usage can support gender and other kinds of equity and improve care. In addition, improving the physical space inside the jail provides more ways that OPSO can better meet the health and other needs of people in custody and improve the work environment for staff.

Through these recommendations, OPSO can humanely, effectively and efficiently manage the care of those who are housed in jail facilities, and do so in ways that support the health of staff. Enhancing assessments, improving internal and external coordination/partnerships, expanding specialized services and programming, and providing access to fresh air, recreation, and healthy food options can build a safer and less stressful environment for everyone.

Strategies:

- 1 Conduct in-depth assessments of medical and other needs during the intake process
- 2 Ensure that the basic material needs of people in custody are more effectively met
- 3 Ensure that resources, practices, and staff are available and coordinated to support and manage effective care
- 4 Increase access to exercise and recreational space and programming
- 5 Establish partnerships with outside facilities and care providers to expand medical, mental health, and other service capacity and expertise
- 6 Increase mental health and opioid use treatment and support

Strategy 1:

Conduct in-depth assessments of medical and other needs during the intake process

Recommendation 1.1:

Conduct Risk and Needs Triage (RANT) assessments within 72 hours of intake (**First Term**)
[Cross-cutting recommendation: also applies to the, "OPSO Facilitates Connection to Community" priority area]

Recommendation 1.2:

Specify the level of medical certification for staff doing medical acceptance screening (**First Term**)

Recommendation 1.3:

Include on-site medical providers with intake staff, consistent with best practices and national standards, to evaluate patients and provide care within 24 hours, as needed (**First Term**)

Recommendation 1.4:

Expand the list of medical conditions that qualify for refusal at intake as part of an overall effort to better identify and intervene in potentially serious medical conditions (**First Year**)

Recommendation 1.5:

Incorporate a trauma-informed approach to accessing program resources, which provides for shared goal setting with the people accessing programs and those planning for release (**First Term**)

Anticipated Impact:

OPSO is better positioned to identify and effectively address the needs of people being brought into custody

Resource Needs:

Policy changes to revise intake staff composition and medical - and human services - related expertise to inform updates to the intake process

Strategy 2:

Ensure that the basic material needs of people in custody are more effectively met

Recommendation 2.1:

Provide ample menstruation products without charge to women and meet other gender-specific needs (**First Year**)

Recommendation 2.2:

Revise existing policies and procedures to require all people in custody have access to natural light, fresh air, and furnishings that support mental health *(First Term)*

Recommendation 2.3:

Conduct an OPSO facilities assessment to understand how physical space is currently used and identify unmet needs *(First Year)*

Recommendation 2.4:

Safely provide additional personal privacy for people in custody *(First Term)*

Recommendation 2.5:

Hire a certified dietician to address the health needs of those in custody, which includes people with different caloric requirements and those with medical, religious, and/or cultural dietary needs *(First Term)*

Recommendation 2.6:

Increase the prevalence of fresh fruits and vegetables in the jail’s dietary options *(First Term)*

Anticipated Impact:

There is greater equity in the unique needs being met and the impact of the physical environment on people in custody is improved

Resource Needs:

Analytical tools/expertise to conduct the space use assessment, policy/procedural changes to address the specific needs of women, staffing for the dietician role, and funding for capital expenses to replace the jail furnishings

Strategy 3:

Ensure that resources, practices, and staff are available and coordinated to support and manage effective care

Recommendation 3.1:

Provide navigation and advocacy resources related to medical care; create a protocol for an advocate or attorney to transmit concerns about a person’s medical needs directly to the medical staff. This should include an alternate channel to OPSO’s leadership when concerns arise about the medical care being provided *(First Year)*

Recommendation 3.2:

Establish a high-level position on the jail staff that serves as an advocate for those in custody and assists them in navigating medical-related processes; the role should include coordinating with case workers to connect individuals to community-based resources *(First Term)*

[Cross-cutting recommendation: this is applicable to the, “OPSO Upholds Its Obligation to Protect the Rights of People in Custody” priority area]

Recommendation 3.3:

Establish a medical-legal partnership that ensures that, with the person’s consent, attorneys are updated on significant changes in the physical, mental, and/or behavioral health of clients in custody (*First Term*)

Recommendation 3.4:

Provide medical/mental health first aid training, including CPR training, for staff; CPR training should also be offered to people in custody (*First Term*)

Recommendation 3.5:

Introduce automated external defibrillators (AED) on each tier and develop related policies for testing and ensuring supplies are within their expiration dates (*First Term*)

Recommendation 3.6:

Utilize harm reduction practices, including the early addressing of wounds, testing for HIV and Hepatitis C, providing needle exchange, having Narcan readily available on each tier, and providing safe and humane detoxification support (*First Term*)

Anticipated Impact:

People in custody have additional support for managing their health care, improved processes and programs are in place to promote health, and staff are better equipped to respond to emergency situations

Resource Needs:

Policy and procedural changes to enable new health-related programming, staff training to improve responses to emergency situations, staff for the patient advocate function, and funding for medical supplies and equipment

Strategy 4:

Increase access to exercise and recreational space and programming

Recommendation 4.1:

Create an outdoor space for people in custody to access for exercise, recreation, and other activities; access to the space could be tied to privileges (*First Term*)

Recommendation 4.2:

Partner with a community organization to create and maintain a community garden (*First Term*)

Recommendation 4.3:

Establish a staff position or function for managing recreational options and coordinating with community organizations to provide activities (*First Term*)

Recommendation 4.4:

Train and support all jail health workers in the “social prescribing” of arts and other cultural activities (e.g., games, meditation, gardening); the practice should be employed in all health routines, including at intake, in the clinic, during routine check-ups, and as part of chronic care *(First Term)*

Recommendation 4.5:

Provide outcome-driven programming that includes culturally specific programs, wellness/therapy programs that incorporate restorative arts, music, yoga, and restorative programming and practices for those in the jail who want them *(First Term)*

Recommendation 4.6:

Designate a room within the OJC for restorative justice circles and mediation, and repurpose vacant space/buildings in the jail complex for restorative justice purposes *(First Year)*

Recommendation 4.7:

Increase evening-time programming, especially focusing on wellness activities while the jail environment is quiet *(First Year)*

Anticipated Impact:

There are additional opportunities for people in custody to engage in activities that reduce stress and support mental health

Resource Needs:

Coordination with community-based organizations to expand programming, policy and procedural changes to allow evening activities, security staffing to enable outdoor activities, staffing for the recreation coordination role, and funding for capital expenses related to the outdoor space and repurposing of existing space

Strategy 5:

Establish partnerships with outside facilities and care providers to expand medical, mental health, and other service capacity and expertise

Recommendation 5.1:

Establish policies and procedures for transporting people who are in custody to outside service providers, including Metropolitan Human Services District (MHSD), to meet medical, behavioral, and/or programmatic needs that OPSO is currently unable to accommodate *(First Year)*

Recommendation 5.2:

Introduce community-based Federally Qualified Health Centers to provide medical, mental, and behavioral healthcare inside the jail *(First Term)*

Recommendation 5.3:

Identify and contract with a local, external facility to house individuals with serious mental illnesses (*First Term*)

Recommendation 5.4:

Train line staff to identify those who are eligible for compassionate release, coordinate with judges for their release, and ensure that caseworkers connect them to appropriate services upon release (*First Term*)

Anticipated Impact:

OPSO has institutional relationships that expand its ability to meet the diverse needs of people in custody

Resource Needs:

Policy revisions, contractual changes, and coordination with external institutions to expand service capacity, and staff training and coordination with judges to facilitate release

Strategy 6:

Increase mental health and opioid use treatment and support

Recommendation 6.1:

Introduce medication assisted treatment (MAT) for those with substance use disorders (*First Year*)

Recommendation 6.2:

Conduct research on national best practices to identify additional effective strategies for supporting those with substance use disorders and mental and behavioral health challenges (*First Year*)

Recommendation 6.3:

Introduce telehealth as an adjunct to in-person individual and group options for substance use disorder and mental, behavioral, and medical health treatment; identify necessary private spaces for the sessions and the staffing needed for security (*First Term*)

Anticipated Impact:

People in custody have increased access to a broader array of resources that support mental/behavioral health and address substance use disorder

Resource Needs:

Security staffing and space for private sessions, medical expertise for MAT, coordination with external service providers to expand service capacity, and research capacity to identify additional measures that could be taken

D. OPSO facilitates connection to community

INTRODUCTION

Detention is a disruptive process that disconnects people from their support networks. OPSO should minimize these disruptive impacts to the greatest extent possible to reduce potential re-arrest. The inability to work or attend to other important life matters while in custody can often exacerbate existing financial, health, and other challenges. These issues and the functional role that the jail plays in the criminal legal system represent an opportunity to maintain and create positive community connections for those in custody who need them most.

By facilitating these connections to family, service providers, and other resources, OPSO can support those who need more help to access the vital resources they need and help those who need less support to remain on the path to future success. To accomplish this, OPSO should focus on strengthening connections to the community while people are inside, enhancing training/educational opportunities, and supporting safe release and continuity of connection to support resources.

Strategies:

- 1 Provide people with opportunities to acquire skills and knowledge within the jail that may serve them when released including job training, enrichment, and educational offerings
- 2 Prepare for people's release back to the community by establishing connections to outside support resources while people are still in OPSO custody
- 3 Ensure that the moment of release is safe, includes medications, and continuity of connection to service providers and other community-based resources



Strategy 1:

Provide people with opportunities to acquire skills and knowledge within the jail that may serve them when released including job training, enrichment, and educational offerings

Recommendation 1.1:

Create and maintain a central repository for information on all of the programming offered in the jail and track program metrics including cost, number of people served, and performance; the process should include documentation and reporting on outcomes based on goals defined by the participants and performing regular analyses to identify and address barriers to participation and success **(First Term)** *[Cross-cutting recommendation: also applicable to Management priority area]*

Recommendation 1.2:

Dedicate facilities space for expanding educational programming to serve Travis Hill students **(First Term)**

Recommendation 1.3:

Expand vocational options that will earn a living wage or higher following release **(First Term)**

Recommendation 1.4:

Partner with unions to develop in-jail job training that counts towards apprenticeship and later membership **(First Term)**

Recommendation 1.5:

Offer programming and career opportunities in the arts, music, and culture; this can include reinstating the Orleans Parish Prison (OPP) Arts Program and commissioning community-based artistic projects that infuse the jail environment with cultural messages that are inspirational and inclusive of all who live and work there **(First Term)**

Recommendation 1.6:

Produce video segments featuring guidance from formerly detained persons who completed programs and used those skills when they re-entered the community; show these “infomercials” on OPSO TVs to help make people aware of in-jail offerings **(First Term)**

Recommendation 1.7:

Establish/partner with a re-entry task force to examine potential OPSO options for a work release program; any work release participant shall retain the full amount of their earnings **(First Term)**

Recommendation 1.8:

Maintain a robust annual cycle of participatory information-gathering and decision-making activities about the program that ensures people detained inside the jail decide what activities are chosen, how they are implemented, and how they are improved **(First Term)** *[Cross-cutting recommendation: also applies to the “OPSO is Exceptionally Well Managed” priority area]*

Anticipated Impact:

People in custody have access to programming that better prepares them to re-enter society with useful skills and experiences that can increase their chances for employment and educational success

Resource Needs:

Collaboration with community organizations to expand education/training offerings, coordination with other criminal legal system agencies to explore potential work-release options, and IT and audio/visual expertise to produce the TV segments

Strategy 2:

Prepare for people's release back to the community by establishing connections to outside support resources while people are still in OPSO custody

Recommendation 2.1:

Support participation in diversion programs by coordinating with other agencies in the criminal legal system to identify early diversion opportunities **(First Year)** *[Cross-cutting recommendation: also applies to the, "OPSO Supports the Health and Wellness of People in Custody and Staff" priority area]*

Recommendation 2.2:

Facilitate safe, regular, secure, and dignified in-person visits with family members **(First Term)** *[Cross-cutting recommendation: also applies to the, "OPSO Upholds Its Obligation to Protect the Rights of People in Custody" priority area]*

Recommendation 2.3:

Create programs for peer-to-peer support by those who were previously detained or incarcerated; topics could address conflict resolution, substance use disorder, and other issues **(First Term)**

Recommendation 2.4:

Offer programming around family group decision making and other relevant skills, and include identifying linkages to housing, employment, healthcare, public benefits, and community resources that can be accessed upon release **(First Term)**

Recommendation 2.5:

Grant re-entry service providers greater access to OJC to serve people prior to their release; incorporate a human-rights framework that anticipates housing needs at release and a living wage job **(First Term)**

Recommendation 2.6:

Begin the Medicaid enrollment process for eligible persons within 72 hours of admission or upon release, and renew as quickly as possible those who have had their enrollment suspended **(First Term)**

Recommendation 2.7:

Expand OPSO case management capacity, for all genders, to improve support and coordinate increased access to service providers (**First Term**)

- For those who want them, develop individual care plans
- The case management process should address the needs of those with physical, cognitive, and mental disabilities

Anticipated Impact:

All people in custody have greater access to emotional and other forms of support, diversion opportunities, and a more defined path to accessing resources after release

Resource Needs:

Collaboration with community service providers to expand service offerings, coordination with other entities in the criminal legal system to make connections to diversion programs, space to facilitate restorative practices and family contact visits, staff to expand case management capacity, policy/procedural changes to expand access for service providers, and public programs expertise to make connections to Medicaid

Strategy 3:

Ensure that the moment of release is safe, includes medications, and continuity of connection to service providers and other community-based resources

Recommendation 3.1:

Permit people who have been processed for release to delay release to avoid late night hours (**First Year**)

Recommendation 3.2:

Release individuals with free copies of medical records and a 7-day supply of prescription medications (**First Term**)

Recommendation 3.3:

Revise release policies and procedures to ensure that those being released are connected to relevant community-based service providers and resources, including medical, substance use disorder, and social services programs; people with mental health challenges should be released into a step-down arrangement and/or with mental health counseling (**First Term**)

[Cross-cutting recommendation: also applies to the "OPSO Upholds Its Obligation to Protect the Rights of People in Custody" priority area]

Recommendation 3.4:

Identify steps that could be taken to provide more robust support for people with HIV and other STIs and to reduce stigmas (*First Term*)

Recommendation 3.5:

Share case management plans with community health and social workers who will follow people into the community after release and engage family and friend networks. Follow up with individuals within 5 days of release to confirm successful connection to community resources (*First Term*)

Recommendation 3.6:

Create Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable (SMARTIE) goals around release (*First Term*)

Anticipated Impact:

People are better positioned immediately after release to avoid adverse outcomes and safely begin re-entering society

Resource Needs:

Policy and procedural changes to improve continuity of connection to resources at release, medication to provide to those being released, and coordination with community organizations to ensure immediate access to services after release

E. OPSO staff are valued and supported

INTRODUCTION

OPSO staff are one of the office's greatest and most important resources. Well-trained and supported staff are essential to fulfilling OPSO's duty to safely detain community members and respectfully engage the public. Like many public law enforcement agencies, OPSO must address the challenges of position vacancies, recruitment, training, and staff morale. The vision is to make OPSO a place where people want to work. The approach is to establish career pathways, offer competitive and fair compensation, and sustain a healthy working culture and environment for all staff. By doing this, OPSO will strengthen its appeal as an employer of choice. To achieve this priority, OPSO should focus on five key strategies which include recommendations for implementation.

Strategies:

- 1 Implement organizational best-practices that demonstrate a commitment to employee well-being, healthy work environments, and a positive organizational culture
- 2 Assess and restructure the OPSO command and staffing model to ensure that the appropriate level of accountability and capacity exists to successfully perform all necessary duties
- 3 Implement personnel policies and practices that support recruitment, retention, and advancement of qualified employees
- 4 Ensure appropriate utilization of detail employment in alignment with OPSO policy and operational (staffing) needs
- 5 Develop a documented performance-based system for consistency in decisions involving personnel actions and professional development, including evaluations, promotions, and terminations



“We the people in Orleans Parish elected you. We trusting that you will help the deputies within that department. Inmates do have rights but your deputies are your backbone for that department. Help them first!”

Public Survey Respondent

Strategy 1:

Implement organizational best-practices that demonstrate a commitment to employee well-being, healthy work environments, and a positive organizational culture

Recommendation 1.1:

Expand the employee assistance programs to foster staff access to social services, community resources, and programs that support overall well-being, family success, and growth (*First 100 Days*)

Recommendation 1.2:

Establish a policy and procedure for holding accommodations for family members of staff to access in a standard set of safe locations, during major emergencies (*First Year*)

Recommendation 1.3:

Establish comprehensive contraband policies and procedures that address staff access, safety protocols, and the engagement of a review committee to include representation from formerly incarcerated persons and staff from each of the following: line deputies, supervisors, kitchen, facilities, CMT, and grounds (*First Year*)

Recommendation 1.4:

Institute protocols for mental health assessments and priority visits for both staff and people in custody who are involved in use of force incidents (*First Term*)

Recommendation 1.5:

Implement flexibility in the work structure to allow for cross-training and temporary job assignments (*First Term*)

Anticipated Impact:

Improved staff morale, improved work environment, improved performance efficiency, and increased access to supportive resources for staff

Resource Needs:

Human resource leader to assess existing assistance program offerings and identify recommendations for adoption based on updated models for employee wellness, budget projections for cost to cover expansion of employee assistance offerings, outreach and documentation of community resources available to eligible employees, collaboration with Human Resources, Legal, and Command (jail) to develop appropriate policy recommendations

Strategy 2:

Assess and restructure the OPSO command and staffing model to ensure that the appropriate level of accountability and capacity exists to successfully perform all necessary duties

Recommendation 2.1:

Create c-suite (senior) level positions for information management, community programs, and compliance that will elevate the priority and accountability of these functions within OPSO; this includes the supporting budget and staffing for effective implementation (*First 100 Days*)

Recommendation 2.2:

Review the OPSO organizational chart to restructure and streamline the supervisor-staff model based on General Command, Management Service Bureau, Corrections, Investigations & Professional Standards, Field Operations and Judicial Administration (*First 100 Days*)

Recommendation 2.3:

Review existing state law and current organizational structure to ensure appropriate alignment of positions and duties for civilian and uniformed personnel (*First 100 Days*)

Recommendation 2.4:

Assess and build the capacity of the legal team to ensure the necessary staffing and expertise exists to address all compliance and legal matters of OPSO which include but are not limited to compliance, personnel action, civil, and criminal matters (*First Year*)

Recommendation 2.5:

Assess and restructure the Civil Division staffing model to increase capacity, fill staff vacancies, and improve efficiency in the implementation of civil duties (*First Year*)

Recommendation 2.6:

Assess and enhance staffing, policies, and procedures to ensure effective performance of all fiscal functions and generally accepted accounting practices (*First Year*)

Recommendation 2.7:

Establish the highest level of administrative, technical, and supportive staffing for all positions that impact the effectiveness of service processes (*First Term*)

Anticipated Impact:

Increased efficiency in operations, reduced duplication of efforts, improved accountability, reduced errors, and improved effectiveness in achieving OPSO performance goals

Resource Needs:

A collaborative process among senior leaders to assess the organization staffing chart, recommendations for restructuring that includes job descriptions, salaries and budget

Strategy 3:

Implement personnel policies and practices that support recruitment, retention, and advancement of qualified employees

Recommendation 3.1:

Implement recruitment and retention strategies to attract and maintain a pool of qualified candidates for all uniform and non-uniform positions including outreach to previous employees eligible for re-hire, increased participation in hiring events, competitive compensation packages, a transparent system of recognition, opportunities for promotion, and professional development (*First Year*)

Recommendation 3.2:

Review personnel policies handbook to ensure inclusion of a comprehensive grievance policy reflective of the organizational structure and supervisory staffing model (*First 100 Days*)

Recommendation 3.3:

Implement engagement practices that provide opportunities for feedback from staff during onboarding, employment, and exit (*First Term*)

Anticipated Impact:

Increased pool of qualified candidates for OPSO positions, improved staff morale, and increased employee retention

Resource Needs:

Human resource leader to conduct a review of existing policies and practices, outreach and engagement of community partners to expand recruitment efforts, budget resources to support increased position advertisement and participation in hiring events

Strategy 4:

Ensure appropriate utilization of detail employment in alignment with OPSO policy and operational (staffing) needs

Recommendation 4.1:

Maximize the use of reserve deputies to cover temporary vacancies in deputy assignments due to absence, training attendance, and other defined reasons for leave (*First Year*)

Recommendation 4.2:

Assess current policies and procedures to ensure tighter controls and outside reviews of detail hour limits and assignments (*First 100 Days*)

Anticipated Impact:

Increased compliance with detail policies, decrease in potential risks associated with noncompliance, and reduced cost associated with inappropriate/excessive detail assignments

Resource Needs:

Development of an external review process and reviewing body, collaboration between Command, Legal, and Fiscal/Accounting to conduct regular reviews/audits

Strategy 5:

Develop a documented performance-based system for consistency in decisions involving personnel actions and professional development, including evaluations, promotions, and terminations

Recommendation 5.1:

In consultation with current staff, allow supervising ranks (Captains and above) to reevaluate those staff in their command (Lieutenants and below) (*First Year*)

Recommendation 5.2:

Increase access to required trainings and professional development opportunities that support performance of duties, enhanced expertise, and technical skill-building across all functional areas (*First Term*)

Recommendation 5.3:

Align all procedural trainings with reinforced supervision and systems of accountability to ensure ongoing compliance and demonstrated performance consistent with required standards (*First Term*)

Recommendation 5.4:

Implement policies and procedures for staff performance evaluations that are reinforced through systems of accountability, promotion, and recognition (*First Term*)

Anticipated Impact:

Successful implementation of the recommendations in this strategy are projected to improve the performance of duties by uniform deputies, reduce procedural errors, promote staff advancement, and improve staff morale

Resource Needs:

Human resource leader with expertise in assessing and recommending evaluation tools, talent management systems, and policy recommendations to update existing personnel policies and procedures, staff person or technical personnel with expertise in information technology to support assessment and implementation, budget support for procurement of any new systems and training support to ensure implementation

F.

OPSO operates transparently and respectfully

INTRODUCTION

Transparency and respect are foundational values that fortify the work of OPSO. The demonstration of these is critical to building and maintaining an effective public office that operates with integrity. This includes how OPSO engages with internal stakeholders and the communities under its jurisdiction. The commitment to carrying out the duties of OPSO in a way that honors this foundation helps to create a new narrative and improved experiences for those engaging with this administration. When the New Orleans community can oversee and work closely with OPSO, it will be able to comply more fully with requirements, effectively carry out its responsibilities without a consent decree, and leverage community assets more strategically. These recommendations focus on improving the quality of public interactions with OPSO, data sharing, community oversight structures, access to information, and supportive administrative processes.

Strategies:

- 1 Implement effective information management policies and systems for tracking and reporting that improve access to data for all stakeholders
- 2 Strengthen community oversight and public accountability
- 3 Improve OPSO practices related to service of processes and duties that involve direct engagement with members of the community
- 4 Improve policies and procedures that support partnership development and expand access to community resources

***“I appreciate the act of reaching out to the public.
A hopeful sign for change and transparency.”***

Public Survey Respondent



First 100 Days Recommendations:

- **Recommendation 2.3:**
Ensure OPSO public meetings allow for adequate community input and include as a responsibility of the OPSO ombudsperson to conduct regular community forums (listening sessions) to provide updates on concerns and actions taken
- **Recommendation 3.1:**
Require law enforcement officers, including task force members who are acting in the parish by “deputization” of the Sheriff, to comply with the New Orleans Police Department (NOPD) Consent Decree
- **Recommendation 3.2:**
Convene housing advocates to determine ways the Sheriff can improve the process of property seizures and eviction processes
- **Recommendation 3.8:**
Examine the process of serving “temporary restraining orders” and prioritize restraining orders over other items being served

Strategy 1:

Implement effective information management policies and systems for tracking and reporting that improve access to data for all stakeholders

- **Recommendation 1.1:**
Enhance OPSO’s public database and website to include access to programmatic information; this would include program descriptions, demographics on those served, cost, needs to be met, metrics to measure success, actual outcomes, how to access programs, and barriers to participation (*First Year*)
- **Recommendation 1.2:**
Ensure that instructions on processes to submit service are clearly defined and visible in the appropriate public facilities and on website in a manner that is user friendly for the general public (*First Year*)
- **Recommendation 1.3:**
Partner with community anchor institutions to increase education and awareness of civil processes and the rights of individuals engaged in civil matters (*First Year*)

Recommendation 1.4:

Incorporate a fee calculator on the Civil Division’s website and post a fee schedule in visible places (including Civil District Court, first floor kiosk, and fourth floor) to allow services to be paid for in one visit (*First Year*)

Recommendation 1.5:

Increase access to up-to-date public information on processes during emergency situations (*First Year*)

Recommendation 1.6:

Implement data sharing in partnership with the City of New Orleans to ensure that information related to budget, bookings, releases, charges, civil asset forfeiture, evictions, use of force, solitary housing, complaints, misconduct outcomes, and calls for service are accessible through the *nola.gov* website (*First Term*)

Anticipated Impact:

Improved outcomes for individuals currently incarcerated and those recently released, improved return on public dollars as it relates to cost and outcomes, strengthened community relationship, improvements in the quality of data that can be used for efforts to secure grant dollars

Resource Needs:

Elevation of Community Programs within OPSO as recommended, Community Programs leadership experience in program design and evaluation to develop the overall theory of change as well as program level logic models to inform IT in the build-out of data systems, appropriate budget allocations for implementation, ongoing engagement of community organizations

Strategy 2:

Strengthen community oversight and public accountability

Recommendation 2.1:

Create an independent community oversight board, with a dedicated staff ombudsperson; the board would examine grievances, evaluate programs, have open access to information related to grievances, draft policies, confidential information, and staff, issue quarterly reports on certain identified metrics, as well as special reports on select topics periodically, and have the authority and continuous access to meet individually with incarcerated people and staff, as well as refer certain disciplinary matters directly to the Sheriff (*First Year*)

Recommendation 2.2:

Institute independent reviews of individual use of force incidents, use findings as learning/training opportunities, and report results to the public (*First Year*)

Recommendation 2.3:

Ensure OPSO public meetings allow for adequate community input and include as a responsibility of the OPSO ombudsperson to conduct regular community forums (listening sessions) to provide updates on concerns and actions taken (*First 100 Days*)

Anticipated Impact:

Decrease in claims against OPSO, improved compliance with consent decree requirements, improved conditions for those incarcerated, improved community relations, improved community-law enforcement interactions

Resource Needs:

Charter and policy authorizing the establishment of the board including clearly defined scope of authority, staff ombudsperson to serve as primary liaison to the board, budget allocation to fund the activities aligned with the role of the board, legal expertise to determine necessary policies around access to confidential information and right of privacy for those incarcerated

Strategy 3:

Improve OPSO practices related to service of processes and duties that involve direct engagement with members of the community

Recommendation 3.1:

Require law enforcement officers, including task force members who are acting in the parish by “deputization” of the Sheriff, to comply with the New Orleans Police Department (NOPD) Consent Decree (*First 100 Days*)

Recommendation 3.2:

Convene housing advocates to determine ways the Sheriff can improve the process of property seizures and eviction processes (*First 100 Days*)

Recommendation 3.3:

Develop and implement a comprehensive public education campaign providing access to information on individual’s rights and resources available to stop or navigate the eviction process; deputies should provide hard copies of education information at the time of process service (*First Year*)

Recommendation 3.4:

Partner with faith-based leaders to support religious observances that recognize individuals whose deaths occurred within OPSO facilities (*First Term*)

- **Recommendation 3.5:**
Eliminate the fees associated with parking at OPSO (*First Year*)
- **Recommendation 3.6:**
Re-open the OPSO 4th-floor office to the public or provide additional training and support to the 1st-floor reception staff regarding fee schedules and other publicly relevant information (*First Year*)
- **Recommendation 3.7:**
Train frontline staff on OPSO values and the demonstration of values in their engagements with the public; reinforce positive interactions through supervision and professional development (*First Year*)
- **Recommendation 3.8:**
Examine the process of serving “temporary restraining orders” and prioritize restraining orders over other items being served (*First 100 Days*)

Anticipated Impact:

Improved community relations, decrease in negative encounters with OPSO and community in civil processes, improved customer service, decrease in burden on individuals engaged in civil processes, improved customer experience, decrease in errors or misinformation related to processes

Resource Needs:

Communications expertise to lead the development of public education materials in partnership with process staff, development of procedures and training to reinforce practice, budget allocations to support public education and training costs

STRATEGY 4:

Improve policies and procedures that support partnership development and expand access to community resources

- **Recommendations 4.1:**
Develop a resource development plan that expands partnerships with community organizations for grant funding to support more strategic community programs (*First Year*)
- **Recommendations 4.2:**
Create an easily accessible document outlining the process and requirements for community organizations to partner with OPSO (*First Year*)

Recommendations 4.3:

Develop policies and procedures that support increased, safe access for external community organizations and service providers to engage with people in custody, including providing an orientation for providers that are new to accessing the jail (*First Year*)

Recommendations 4.4:

Use an overarching strategy to guide the development of community partnerships and decisions on funding allocations for improved outcomes (*First Year*)

Anticipated Impact:

Improved outcomes for individuals currently incarcerated and those recently released, improved financial and social outcome return on public dollars, strengthened community relationship, and increased opportunities to secure grant funding

Resource Needs:

These recommendations align with the restructuring or elevation of Community Programs within OPSO; this requires Community Programs to have leadership experience in program design and evaluation to develop the overall strategy, staff to support community engagement, and an appropriate budget allocation for implementation

G.

OPSO is exceptionally well-managed

INTRODUCTION

When decisions, systems and processes are managed thoughtfully and leverage modern technology, all jail and civil functions improve. Current OPSO policies and procedures need to be reviewed and updated to reinforce best practices in all functional areas. The command structure and staffing model currently do not reflect the necessary levels of accountability and capacity to fully implement OPSO duties. Information systems require time consuming data entry and lack the interagency communication necessary for efficient management. By investing in the infrastructure, OPSO will be able to increase coordination with partner justice and law enforcement agencies and maximize the fiscal resources. Management is cross-cutting, affecting all areas and functions of OPSO. As a result, the strategies for improvements in management reflect the largest compilation of recommendations for the OPSO transition.

Strategies:

- 1 Improve data management and reporting systems to support effectiveness of operations across OPSO functional areas
- 2 Strengthen data security for prevention of cyberthreats
- 3 Increase digitization of information and manual processes
- 4 Maintain documentation of existing licenses, software, platforms, and data systems usage and needs across all functional areas
- 5 Implement internal process improvements and standards for documentation
- 6 Strengthen inter-agency relations that enhance coordination of processes and system improvements
- 7 Increase resource development and grants management capacity
- 8 Maximize existing revenue opportunities and restructure allocations to improve core operations

9 Increase the capacity and efficacy of the legal department to effectively manage all legal matters under the purview of OPSO

10 Promote a culture of accountable leadership

11 Renovate the jail to comply with consent decree

“I know that making the necessary changes will take time and resources. I think that real, open, honest communication with the community is vitally important. This will build support, buy time, lead to productive partnerships, and eventually generate the sense of trust and cooperation between the sheriff’s office and the community that we absolutely must have.”

Public Survey Respondent

First 100 Days Recommendations:

- **Recommendation 1.1:**
Assess the functionality gaps in the current jail management system and implement improvements or a system change that will enhance performance and efficiency
- **Recommendation 2.1:**
Conduct a third-party cybersecurity risk analysis and ensure there is an adequate cyber security insurance policy in place
- **Recommendation 4.1:**
Conduct a system inventory which will include a complete and accurate listing of all hardware and software (system software and application software) components including make/OEM, model, version, service packs, and person or role responsible for the component
- **Recommendation 8.1:**
Conduct a budget analysis to determine whether surplus revenue generated from Civil fees and commissions may be used to build OPSO infrastructure
- **Recommendation 8.2:**
Create a budget line item and annual operating budget to fully fund a comprehensive Community Programs strategy and staffing
- **Recommendation 8.3:**
Explore and implement approved options for expending FEMA funds to OPSO priorities. This may include opportunities for budget modifications, adjustments to project worksheets, agreement amendments, no-cost extensions, and procedures for federal drawdowns

■ **Recommendation 10.1:**

Develop value principles and a clear action plan to operationalize principles within OPSO policies and procedures; additionally, develop an annual evaluation process to measure success in achieving values-driven performance goals

■ **Recommendation 10.3:**

Conduct a review of existing contracts for products and services to ensure contractor deliverables are met, and products or services are necessary to support the duties of OPSO

■ **Recommendation 11.1:**

Identify a consent decree compliance lead to work with internal stakeholders to develop OPSO's plan for compliance

■ **Recommendation 11.2:**

Develop a clear communications strategy to share messaging with internal and external stakeholders on the compliance renovation plan and Phase 3

STRATEGY 1:

Improve data management and reporting systems to support effectiveness of operations across OPSO functional areas

■ **Recommendation 1.1:**

Assess the functionality gaps in the current jail management system and implement improvements or a system change that will enhance performance and efficiency (*First 100 Days*)

■ **Recommendation 1.2:**

Upgrade or implement a new tracking system for Administrative Remedy Requests that improves management of information related to complaints or incidences within the jail facility (*First Term*)

■ **Recommendation 1.3:**

Upgrade or implement a new case management/client tracking systems to improve documentation of access to services, trainings, and resource referrals made to and for detained clients (*First Term*)

■ **Recommendation 1.4:**

Upgrade or implement a new asset management system and the supportive policies for effective inventory management (*First Year*)

■ **Recommendation 1.5:**

Upgrade or implement a new accounting system that provides the full functions necessary for fiscal management and reporting (*First Year*)

■ **Recommendation 1.6:**

Introduce a new tracking system for future arrests that enables analysis and allows for easy development of informative case studies (*First Term*)

Recommendation 1.7:

Establish a records management and retention schedule for OPSO that is approved by the state archivists, as required by law (*First Term*)

Recommendation 1.8:

Develop a reporting and analytics group that can reliably conduct necessary data analysis and reporting (*First Year*)

Recommendation 1.9:

Provide data and information management training to deputies to improve accuracy and effectiveness in engaging with existing and new data systems (*First Year*)

Recommendation 1.10:

Provide OPSO issued devices for official business use; review staff responsibilities to identify appropriate levels of staff and necessary equipment to carry out duties (*First Year*)

Anticipated Impact:

Improved processes, increased data management capacity, increased efficiency, reduced margin of error

Resource Needs:

In-house expertise in information technology and budget allocations for IT improvements

STRATEGY 2:

Strengthen data security for prevention of cyberthreats

Recommendation 2.1:

Conduct a third-party cybersecurity risk analysis and ensure there is an adequate cyber security insurance policy in place (*First 100 Days*)

Recommendation 2.2:

Implement IT system access and use auditing on all major technology systems (*First Year*)

Recommendation 2.3:

Identify and train a data protections officer as required by ordinance (*First Year*)

Anticipated Impact:

Strengthen data and system security, reduction of risk associated with data breaches

Resource Needs:

Budget allocation for cybersecurity and consulting services, contract agreement with a consultant, and internal staff to manage consultant relationship

STRATEGY 3:

Increase digitization of information and manual processes

Recommendation 3.1:

Digitize all historical/archival records by default (*First Term*)

Recommendation 3.2:

Build data and information capacity to reduce manual or paper processes (*First Year*)

Anticipated Impact:

Increase efficiency, streamline processes, decrease inefficiency in staff time associated with manual processes, improve customer experience

Resource Needs:

In-house IT staff and a supporting budget to implement digitizing efforts

STRATEGY 4:

Maintain documentation of existing licenses, software, platforms, and data systems usage and needs across all functional areas

Recommendation 4.1:

Conduct a system inventory which will include a complete and accurate listing of all hardware and software (system software and application software) components including make/OEM, model, version, service packs, and person or role responsible for the component (*First 100 Days*)

Recommendation 4.2:

Develop and IT survey to understand the relevant details of the environment; including Asset Inventory/Management (*First Year*)

Recommendation 4.3:

Document system environment which includes a detailed topology narrative and graphic that clearly depicts the system boundaries, system interconnections, and key devices; include an instance for each operating system in use, an instance for portable components (if applicable), all virtual and physical servers as well as any networked workstations, firewalls, routers, switches, copiers, printers, lab equipment, handhelds (*First Year*)

Recommendation 4.4:

Publish inventory and 3rd party usage of surveillance tools (*First Term*)

Anticipated Impact:

Reduced waste associated with unnecessary hardware or software, increased awareness of hardware and software needs

Resource Needs:

In-house IT staff and a supporting budget for implementation

STRATEGY 5:

Implement internal process improvements and standards for documentation

Recommendation 5.1:

Update IT infrastructure at acceptance to improve accuracy and timeliness of intake; include access to 24/7 technical support and additional access to information for staff via broader internet access (*First Term*)

Recommendation 5.2:

Explore additional methods for service of processes by deputies other than in-person (*First Year*)

Recommendation 5.3:

Create process flow illustrations that document the communication and information exchanges between judicial enforcement, docket, and service divisions that can be used for training and quality improvement purposes (*First Term*)

Recommendation 5.4:

Improve documentation and accuracy of subpoenas prior to issuing warrants to prevent erroneous warrants (*First Year*)

Recommendation 5.5:

Require additional training for staff involved in internal investigations and institute a separation period requirement for new investigators (*First Year*)

Recommendation 5.6:

Implement policies and procedures that support the accuracy and timeliness of actions necessary for release of individuals from incarceration (*First Year*)

Recommendation 5.7:

Update policies and procedures to prevent double payments after clock-ins (*First 100 Days*)

Anticipated Impact:

Reduced inefficiency and errors, reduced risk of errors that lead to harmful action, clarity of processes and improved clarity of responsibilities

Resource Needs:

Implementation of recommendations included in this strategy requires in-house IT staff, Command leadership to lead policy recommendations, and a supporting budget for implementation

STRATEGY 6:

Strengthen inter-agency relations that enhance coordination of processes and system improvements

■ Recommendation 6.1:

Improve the grievance process and other dispute resolution processes to reduce the number of jail-based charges resulting from people in custody seeking alternate remedies for conflicts (*First Year*)

- Includes coordinating with the New Orleans District Attorney (D.A.) to review/refine offenses that result in new charges and conducting an analysis of use of force incidents to identify trends

■ Recommendation 6.2:

Establish an ongoing partnership with the D.A. and NOPD to identify ways to maximize program efforts for a more comprehensive, outcomes driven program approach (*First Year*)

■ Recommendation 6.3:

Set up a system to allow the clerk's office to accept payment for service (standard practice in other parishes) (*First Year*)

■ Recommendation 6.4:

Improve paperless, timely data sharing between OPSO and the clerk's office (*First Year*)

■ Recommendation 6.5:

Run names to identify all holds and upcoming court dates at intake and actively work to address and resolve them while people are in custody and prior to time of release; this includes ensuring persons in custody are brought to court if the court is in Orleans Parish and having the person transferred to go to court if the court is outside of Orleans Parish (*First Year*)

■ Recommendation 6.6:

Develop improved communication protocols to support OPSO, courts, and the attorney of record to help accused persons make court appearances (*First Year*)

■ Recommendation 6.7:

Convene a meeting of regional sheriffs to identify potential improvements for processing transfers and holds (*First Year*)

■ Recommendation 6.8:

Create a position or unit (employee or contractor) whose job is to monitor all persons in custody to ensure that they are getting to hearings on time and are released as soon as possible after they are eligible (*First Term*)

■ Recommendation 6.9:

Improve the transfer of intake documentation from law enforcement agencies. This process should include stationing an NOPD staff person at the jail to manage documentation corrections prior to transfer to OPSO and conducting training with law enforcement partners to ensure efficient, effective transfer of processing documentation during intake and booking (*First Year*)

Recommendation 6.10:

Implement an anonymized inter-departmental ID system that allows for management of sensitive or HIPAA protected information (*First Term*)

Recommendation 6.11:

Enhance communication processes between Louisiana Department of Public Safety And Corrections (D.O.C), D.A., and municipal courts related to warrants or warrant recalls while individuals are in custody (*First Year*)

Anticipated Impact:

Maximized efficiency in spending, reduced waste, improved inter-agency coordination

Resource Needs:

Procurement, fiscal, and contracting expertise, engagement with City of New Orleans leadership

STRATEGY 7:

Increase resource development and grants management capacity

Recommendation 7.1:

Establish a professional (management) level staff position or consultant relationship to lead the resource development and grants management responsibilities; based on the new organizational structure, this position would be structured to connect to the newly created leadership position for Community Programs and the Chief Financial Officer (*First Year*)

Recommendation 7.2:

Increase funding from federal grant opportunities to support reform and improvement including but not limited to activities related to recruitment, improved equipment, training, crime prevention, and community programs (*First Term*)

Recommendation 7.3:

Pursue private foundation funding opportunities in partnership with community stakeholders to expand community investment, innovation, and access to supportive services (*First Term*)

Anticipated Impact:

Increased grant funding, increased resources available to individuals in and recently released from incarceration, increased resources to support staff professional development, improved staff skill and capacity

Resource Needs:

Hiring or contracting with a resource development professional, implementation of grants management system, and supporting budget for implementation

STRATEGY 8:

Maximize existing revenue opportunities and restructure allocations to improve core operations

Recommendation 8.1:

Conduct a budget analysis to determine whether surplus revenue generated from Civil fees and commissions may be used to build OPSO infrastructure (*First 100 Days*)

Recommendation 8.2:

Create a budget line item and annual operating budget to fully fund a comprehensive Community Programs strategy and staffing (*First 100 Days*)

Recommendation 8.3:

Explore and implement approved options for expending FEMA funds to OPSO priorities. This may include opportunities for budget modifications, adjustments to project worksheets, agreement amendments, no-cost extensions, and procedures for federal drawdowns (*First 100 Days*)

Recommendation 8.4:

Explore the option to expand the current OPSO millage and if favorable for implementation, include accountability requirements for OPSO to receive city funding (*First Year*)

Recommendation 8.5:

Conduct an audit and maintain documentation on the inventory of properties owned by OPSO property to maximize utilization, ensure proper maintenance, and capitalize on revenue opportunities (*First Year*)

Recommendation 8.6:

Conduct an assessment to identify cost savings opportunities that can be implemented through a cooperative agreement with the City of New Orleans; this may include opportunities for combining resources, bulk procurement, maximizing system or platform licenses, shared consultant services and other items that may support efficiency in the use of public dollars (*First Year*)

Anticipated Impact:

Increase in dollars available to invest in operational infrastructure, improved documentation of assets, cost savings

Resource Needs:

Leadership and expertise from the chief fiscal officer, strategy discussions with City of New Orleans leadership

STRATEGY 9:

Increase the capacity and efficacy of the legal department to effectively manage all legal matters under the purview of OPSO

Recommendation 9.1:

Review all pending OPSO cases to determine the merit of cases and likelihood of dispensation or judgment (*First Year*)

Recommendation 9.2:

Review and update existing conflict policy to reflect instances where there are multiple defendants in lawsuit related to indemnification and insurance (*First Year*)

Recommendation 9.3:

Develop a risk mitigation plan to reduce slip and fall claims brought against OPSO. This should include research on the prevalence of slip and fall claims against OPSO, trends, improved staff training, reduction of hazards, and assignment of risk mitigation responsibilities to an identified lead or supervisors (*First Year*)

Recommendation 9.4:

Review existing policies and practices related to payment of state court judgments to determine opportunities to improve fair and equitable actions that support good faith in providing remedies to those that have been harmed which ultimately builds goodwill in impacted communities (*First Year*)

Recommendation 9.5:

Identify a qualified firm or individual legal counsel to review and manage all cases related to prisoner civil rights, personnel action or other issues required specialized legal expertise (*First Year*)

Anticipated Impact:

Expanded legal capacity, increased efficiency in dispensation of legal matters, reduced claims associated with injury, improved community relations

Resource Needs:

Addition of legal staff, contracting with outside legal counsel and the supporting budget allocation

STRATEGY 10:

Promote a culture of accountable leadership

■ Recommendation 10.1:

Develop value principles and a clear action plan to operationalize principles within OPSO policies and procedures; additionally, develop an annual evaluation process to measure success in achieving values-driven performance goals (*First 100 Days*)

■ Recommendation 10.2:

Post all accreditation reports publicly and review them with senior leadership to identify and address deficiencies (*First Year*)

■ Recommendation 10.3:

Conduct a review of existing contracts for products and services to ensure contractor deliverables are met, and products or services are necessary to support the duties of OPSO (*First 100 Days*)

■ Recommendation 10.4:

Establish a process for leadership to conduct ongoing analyses and improvement of identified systemic issues (*First Year*)

Anticipated Impact:

Improved staff morale, increased trust, improved community relations, process and system improvement

Resource Needs:

Engagement and accountability from leaders across all functional areas, communications expertise to craft messaging, expertise in defining a methodology for evaluation and reporting

STRATEGY 11:

Renovate the jail to comply with consent decree

■ Recommendation 11.1:

Identify a consent decree compliance lead to work with internal stakeholders to develop OPSO's plan for compliance (*First 100 Days*)

■ Recommendation 11.2:

Develop a clear communications strategy to share messaging with internal and external stakeholders on the compliance renovation plan and Phase 3 (*First 100 Days*)

- **Recommendation 11.3:**
Designate the second floor area as the area serving people with mental health needs (*First Term*)
- **Recommendation 11.4:**
Replace all cell doors in three pods on the second floor with full vision cell doors (*First Term*)
- **Recommendation 11.5:**
Install fencing on the mezzanine railing in three pods to mitigate jumping risk (*First Term*)
- **Recommendation 11.6:**
Remove the second bunk in 15 cells in three pods (45 total) to increase the number of single cells (*First Term*)
- **Recommendation 11.7:**
Install a nurse station in three pods for 24/7 supervision (*First Term*)
- **Recommendation 11.8:**
Repurpose two cells in six pods on the second floor to create 12 one-on one confidential interview rooms (*First Term*)
- **Recommendation 11.9:**
Repurpose one cell in each pod (total of 6) for medical staff offices (*First Term*)
- **Recommendation 11.10:**
Coordinate with the mayor's office to create a dual use mental health facility outside the jail for use by those in custody and community (*First Term*)

Anticipated Impact:

Enhanced physical infrastructure to meet the mental health needs of people in custody, improved use of existing space, and increased clarity for the community around the future plans for the jail facilities

Resource Needs:

Funding for capital expenses related to the reconfiguration and retrofitting of the space, staffing for the compliance position, communication expertise for the messaging around the retrofit plan and Phase 3, and medical/mental health expertise to provide input to successfully achieve the goals of the changes

NEXT STEPS



Sheriff Susan Hutson will now present this Transition Report to current deputies and employees of the Orleans Parish Sheriff's Office as she seeks their input and perspective on each recommendation. Sheriff Hutson and her Administration will also identify resources to help implement some of the recommendations presented in this Report.

The Community is encouraged to stay engaged with Sheriff Hutson as she implements these recommendations and seeks continued opportunities to hear from those who are directly and indirectly impacted by her Office and the criminal legal system as a whole.

Progress on these priorities will be provided on the Orleans Parish Sheriff's Office website.

*The website can be found by visiting:
www.opso.us*

“Good Luck Ms. Hutson and team!”

Public Survey Respondent



TRANSITION COMMITTEE
SUSAN HUTSON
ORLEANS PARISH

Appendix



Table of Recommendations

Number	Recommendation	First 100 Days	First Year	First Term
PRIORITY A: OPSO keeps our community safe and secure				
<i>STRATEGY 1: Provide safe and appropriate housing that takes into account age, gender, and sexuality</i>				
1.1	Maintain the current policy of not housing individuals under 18 years of age at OJC	X		
1.2	Ensure pod-staffing reaches the minimum requirements for the Consent Decree; review the staff assignment process and redeploy (with appropriate training) excess staff capacity from other departments towards this effort	X		
1.3	Evaluate, with regular frequency, the current classification system for overall effectiveness; establish routine re-evaluation of initial intake classification/housing decisions and people's feeling of safety in custody		X	
1.4	Make housing decisions at intake that provide safety, needs, and dignified treatment of LGBTQ and gender non-binary people in custody		X	
1.5	Explore whether additional information could be obtained at intake to better identify affiliations and other factors to be used in housing/classification decisions to prevent violence		X	
1.6	Explore the process of splitting pods, along with retrofitting, to create smaller pods for populations with unique security, programming, or other needs			X
1.7	Conduct a study to identify safety conditions among people in custody that promote the belief that possession of a weapon is needed; review data collected from new surveys and use it to highlight trends that can be addressed			X
<i>STRATEGY 2: Ensure that operations during emergencies are comprehensively planned and communicated, particularly the protocols for the safety and housing of those in custody</i>				
2.1	Review and revise policies and procedures for evacuating those in custody for all types of emergencies	X		

2.2	Create a protocol for people to bond out during emergencies, including those who are evacuated for long periods of time	X		
2.3	Review and revise the plan for hurricanes that can be activated at least 80 hours in advance of a storm	X		
2.4	Establish or revise Memorandums Of Understanding (MOUs) with facilities to which people in custody are transferred to ensure that receiving facilities are prepared to provide hygienic and sanitary conditions			X
2.5	Expand the standing Criminal District Court En Banc order with judges to authorize the Sheriff to release the maximum number of people consistent with public safety during emergencies; this expansion should include reviewing the criteria for when it would be enacted			X
2.6	Create policies and procedures for release of people in custody, within the Sheriff's authority, during declared States of Emergency		X	
2.7	Provide ways for families to be in real-time communication with those in custody during emergencies		X	
2.8	Enhance internal communication protocols for staff and those in custody to keep them informed of management plans and decisions		X	
2.9	Publicly share the criteria for when evacuations happen and processes for bonding out in emergency situations		X	

STRATEGY 3: Maintain an environment that protects sexual health, where all are free from sexual harassment and assault

3.1	Maintain accreditation by the American Correctional Association (ACA) and National Commission on Correctional Healthcare (NCCHC) and compliance with the Prison Rape Elimination Act (PREA); engage an independent, certified PREA auditor	X		
3.2	Conduct a comprehensive review of current and past whistleblower cases, with a particular focus on cases involving sexual harassment and discrimination among staff and people detained, and identify actions to address the issues raised		X	
3.3	Discourage a culture of sexual harassment by increasing sexual harassment and PREA training to staff, including how to handle and report potential harassment situations by staff, supervisors, and people in custody		X	

3.4	Remove condoms from the contraband list to support a harm reduction approach in preventing the spread of HIV and other STIs		X	
STRATEGY 4: Reduce use of force incidents				
4.1	Conduct a historical analysis of use of force data to identify trends; review past incidents with line deputies and incorporate the findings into ongoing training, discipline, and policy development		X	
4.2	Institute an internal use of force review process that automatically requires examination of video footage in incidents that result in injury and/or complaints/grievances; the process should include quality control checks of footage, and extending the amount of time that video footage is generally retained		X	
4.3	Ensure strict compliance with use of force reporting and review requirements		X	
STRATEGY 5: Prevent incidents of harm and crisis related to mental health issues				
5.1	Reorganize staff training so that the initial focus is on a human-centered approach to interactions with people in custody, which is then followed by operational training		X	
5.2	Provide staff training that includes enhanced, trauma-informed sections that focus on conflict resolution and de-escalation techniques; conflict resolution training/programming should also be made available to people in custody		X	
5.3	Ensure that mental health staff are present for pre-planned use of force actions (e.g., when a person is in crisis or violence is imminent)		X	
5.4	Establish a program to train peers in suicide prevention			X
5.5	Consider revising policies and procedures to reduce the number of staff needed for entry into cells during emergency situations to facilitate more rapid responses in critical situations			X

B. OPSO upholds Its obligation to protect the rights of people in custody

STRATEGY 1: Provide those in custody with ample, easy, and confidential access to their legal counsel

1.1	Arrange for public defenders to staff the Intake and Processing Center to provide counsel to those newly brought into custody		X	
1.2	Create procedure to expedite attorney visits into the jail for private contact visits with clients; decrease the current waiting times	X		
1.3	Expand the amount of secure, private facility space for in-person and virtual attorney visits; this expansion should include identifying staffing for security			X
1.4	Increase the use of secure, virtual platforms to allow defendants additional communication channels to their attorneys			X
1.5	Revise the existing phone service contract to prioritize identity protections for those in custody and their callers. This revision should include removing the functions that allow participant voice recognition and geolocation of outside callers speaking with people inside the jail			X

STRATEGY 2: Protect the private medical information of people in custody

2.1	Revise policies that govern OPSO access to/sharing of sensitive patient information internally and externally; this change should include developing a policy to assist incarcerated individuals with identifying and signing medical releases to facilitate medical staff in sharing information		X	
2.2	Identify effective measures that further ensure that people in custody can have confidential conversations with their care providers		X	

STRATEGY 3: Ensure people in custody are aware of their rights

3.1	Post important policies, regulations, and rights-related information in highly-visible locations, in multiple languages, and on every unit. This information should include a “know your rights” summary and a notice that non-attorney communications are not considered confidential and phone conversations may be recorded		X	
3.2	Develop an orientation video for those being admitted		X	

3.3	Conduct an assessment of the access to the law library and improve library resources based on constitutional requirements and best practices for recommended resource lists			X
STRATEGY 4: Protect the labor rights of those in custody				
4.1	Revise policies to ensure that work assignments inside the jail are compensated at a fair wage and effectively used as incentives for good behavior		X	
4.2	Ensure that incarcerated persons that are contracted out to perform work for the City of New Orleans or other public and private organizations are compensated at a fair wage		X	
STRATEGY 5: Expand access to commissary, visitation, and other privileges				
5.1	Provide confidential calls between clergy and people in custody		X	
5.2	Introduce non-fee-based access to tablets, for educational purposes and as a means to stay connected with family, as a privilege for good behavior		X	
5.3	Consider use of office modules in core spaces on each floor for visitation by medical staff or clergy			X
5.4	Ensure that, prior to revising the commissary contract, any profit that accrues to OPSO is placed in a “welfare fund” to support programming and activities for incarcerated people; eliminate profit-sharing part of commissary revenue		X	
5.5	Revise the contract for commissary to improve offerings and ensure that vendors provide fair market prices for all items			X
5.6	Reduce the potential financial burden on people in custody and their families by establishing an expansive donation system for commissary and educational materials (games and activities) in partnership with nonprofits			X
5.7	Identify facility space for contact visits between people in custody, their advocates, and families			X
5.8	Eliminate fees for services, including fees for medical co-pays, posting cash bail, letters of incarceration and other records, and phone/video calls with attorneys and family members			X

5.9	Facilitate jail-based voting for those in custody who are eligible			X
5.10	Revise policies to allow those in custody to attend the funerals of close family members and the births of children			X
5.11	Increase library resources and regular access to resources			X
5.12	Explore establishing an internal radio station, newsletter, and/or podcast operated by and for incarcerated people, led by a formerly incarcerated person and potentially in collaboration with local radio stations; ensure case related information is not included			X
<i>STRATEGY 6: Reform the disciplinary system to become more transparent and consistent, eliminate solitary confinement, and minimize the use of extended isolation</i>				
6.1	Ensure that every person, regardless of classification or custody level, is permitted daily out-of-cell time	X		
6.2	Prohibit the use of solitary confinement or extreme isolation for people with a history of mental illness, suicidal ideations, and/or self-harming behaviors	X		
6.3	Regulate the negative effects of lockdowns and isolation by conducting ongoing mental health checks performed by licensed medical professionals	X		
6.4	Confer with medical experts, mental health professionals, and impacted people to (re)define the meanings of solitary confinement, extreme isolation, lockdown, and medical isolation, and train all staff and Disciplinary Board members on the differences and the impacts of these control methods on the jail environment		X	
6.5	Establish a standing committee, consisting of high-level staff, to regularly evaluate the policies and use of isolation, administrative segregation, lockdown, and solitary confinement and develop alternative disciplinary methods that eliminate the perceived need for solitary confinement		X	
6.6	Develop, communicate, and enforce clear and consistent written policies that outline when violations/jail-based charges will result in loss of out-of-cell time, how much out-of-cell time will be lost, for how long the out-of-cell-time will be lost, and the opportunities and procedures to appeal and regain out-of-cell time		X	

6.7	Develop individualized, clear plans for return to less restrictive conditions as early in the disciplinary process as possible and share the plan with the incarcerated person		X	
6.8	Conduct a review of the overall disciplinary process to identify additional ways to enhance trust in the system, including potentially allowing people in custody to have counsel/an advocate and at least one witness in their defense participate with them and on their behalf in all phases of the process		X	
6.9	Enhance incentive-based policies to promote improved behavior, which includes clearly communicating the distinctions in privileges available to individuals at different security levels		X	
6.10	Revise policies and procedures for management of outbreaks of highly contagious diseases to prioritize the transfer of infected patients to non-carceral medical facilities, release of medically vulnerable people, and prohibition of medical isolation		X	
6.11	Ensure that sanctions issued as a result of the disciplinary process do not compromise legal and human rights	X		

STRATEGY 7: Operate a fair and efficient grievance process for people in custody

7.1	Improve policies and procedures to better protect people who file grievances from retaliation	X		
7.2	Make grievance forms easier to obtain, including electronically and by paper; maintain kiosks and keep them operational; and provide paper receipts to those who file grievances		X	
7.3	Revise grievance policies and procedures to incorporate preventive measures; this should include providing enhanced training for deputies in conflict resolution and proactive problem solving to prevent issues from escalating		X	
7.4	Identify additional ways to revise grievance practices to ensure more timely resolution of grievances that are filed		X	
7.5	Hire an independent, external liaison to evaluate and investigate grievances			X

STRATEGY 8: Ensure that the diverse needs of the people in the jail, including immigrants and people with limited English proficiency, are met with sensitivity and efficiency

8.1	Refuse cooperation with U.S. Immigration and Customs Enforcement (ICE) to identify people who may be deportable and do not hold people in custody solely for ICE detainees	X		
8.2	Provide anti-bias training for all staff. The training should cover, among other topics, race, gender, and sexuality biases, and include hearing from people who have previously been incarcerated		X	
8.3	Maintain/create Spanish and Vietnamese language versions, both written and audio, of core materials and pathways of communication		X	
8.4	Ensure that the Inmate Handbook and kiosks are accessible in multiple languages		X	
8.5	Regularly update the Inmate Handbook and other materials to ensure that they are written in simple, easy-to-understand language; identify and address any other areas in jail operations where language access could be improved to further increase compliance with Consent Decree requirements, including enforcement of existing policies		X	
8.6	Provide regular worship service opportunities and faith-based programming that supports the unique needs of the populations in custody		X	
STRATEGY 9: Treat people in custody with the presumption of innocence				
9.1	Explore updating the intake process to delay admission into the jail after booking to allow people to proceed to their first court appearance in their own clothing		X	
9.2	Identify and implement additional policies, procedures, and practices that instill in all aspects of jail-related operations the recognition of the presumed-innocence of those who have been arrested		X	
C. OPSO supports the health and wellness of people in custody and staff				
STRATEGY 1: Conduct in-depth assessments of medical and other needs during the intake process				
1.1	Conduct Risk and Needs Triage (RANT) assessments within 72 hours of intake			X
1.2	Specify the level of medical certification for staff doing medical acceptance screening			X

1.3	Include on-site medical providers with intake staff, consistent with best practices and national standards, to evaluate patients and provide care within 24 hours, as needed			X
1.4	Expand the list of medical conditions that qualify for refusal at intake as part of an overall effort to better identify and intervene in potentially serious medical conditions		X	
1.5	Incorporate a trauma-informed approach to accessing program resources, which provides for shared goal setting with the people accessing programs and those planning for release			X
STRATEGY 2: Ensure that the basic material needs of people in custody are more effectively met				
2.1	Provide ample menstruation products without charge to women and meet other gender-specific needs		X	
2.2	Revise existing policies and procedures to require all people in custody have access to natural light, fresh air, and furnishings that support mental health			X
2.3	Conduct an OPSO facilities assessment to understand how physical space is currently used and identify unmet needs		X	
2.4	Safely provide additional personal privacy for people in custody			X
2.5	Hire a certified dietician to address the health needs of those in custody, which includes people with different caloric requirements and those with medical, religious, and/or cultural dietary needs			X
2.6	Increase the prevalence of fresh fruits and vegetables in the jail's dietary options			X
STRATEGY 3: Ensure that resources, practices, and staff are available and coordinated to support and manage effective care				
3.1	Provide navigation and advocacy resources related to medical care; create a protocol for an advocate or attorney to transmit concerns about a person's medical needs directly to the medical staff. This should include an alternate channel to OPSO's leadership when concerns arise about the medical care being provided		X	

3.2	Establish a high-level position on the jail staff that serves as an advocate for those in custody and assists them in navigating medical-related processes; the role should include coordinating with case workers to connect individuals to community-based resources			X
3.3	Establish a medical-legal partnership that ensures that, with the person's consent, attorneys are updated on significant changes in the physical, mental, and/or behavioral health of clients in custody			X
3.4	Provide medical/mental health first aid training, including CPR training, for staff; CPR training should also be offered to people in custody			X
3.5	Introduce automated external defibrillators (AED) on each tier and develop related policies for testing and ensuring supplies are within their expiration dates			X
3.6	Utilize harm reduction practices, including the early addressing of wounds, testing for HIV and Hepatitis C, providing needle exchange, having Narcan readily available on each tier, and providing safe and humane detoxification support			X
STRATEGY 4: Increase access to exercise and recreational space and programming				
4.1	Create an outdoor space for people in custody to access for exercise, recreation, and other activities; access to the space could be tied to privileges			X
4.2	Partner with a community organization to create and maintain a community garden			X
4.3	Establish a staff position or function for managing recreational options and coordinating with community organizations to provide activities			X
4.4	Train and support all jail health workers in the "social prescribing" of arts and other cultural activities (e.g., games, meditation, gardening); the practice should be employed in all health routines, including at intake, in the clinic, during routine check-ups, and as part of chronic care			X
4.5	Provide outcome-driven programming that includes culturally specific programs, wellness/therapy programs that incorporate restorative arts, music, yoga, and restorative programming and practices for those in the jail who want them			X
4.6	Designate a room within the OJC for restorative justice circles and mediation, and repurpose vacant space/buildings in the jail complex for restorative justice purposes		X	

4.7	Increase evening-time programming, especially focusing on wellness activities while the jail environment is quiet		X	
STRATEGY 5: Establish partnerships with outside facilities and care providers to expand medical, mental health, and other service capacity and expertise				
5.1	Establish policies and procedures for transporting people who are in custody to outside service providers, including Metropolitan Human Services District (MHSD), to meet medical, behavioral, and/or programmatic needs that OPSO is currently unable to accommodate		X	
5.2	Introduce community-based Federally Qualified Health Centers to provide medical, mental, and behavioral healthcare inside the jail			X
5.3	Identify and contract with a local, external facility to house individuals with serious mental illnesses			X
5.4	Train line staff to identify those who are eligible for compassionate release, coordinate with judges for their release, and ensure that caseworkers connect them to appropriate services upon release			X
STRATEGY 6: Increase mental health and opioid use treatment and support				
6.1	Introduce medication assisted treatment (MAT) for those with substance use disorders		X	
6.2	Conduct research on national best practices to identify additional effective strategies for supporting those with substance use disorders and mental and behavioral health challenges		X	
6.3	Introduce telehealth as an adjunct to in-person individual and group options for substance use disorder and mental, behavioral, and medical health treatment; identify necessary private spaces for the sessions and the staffing needed for security			X
D. OPSO facilitates connection to community				
STRATEGY 1: Provide people with opportunities to acquire skills and knowledge within the jail that may serve them when released including job training, enrichment, and educational offerings				

1.1	Create and maintain a central repository for information on all of the programming offered in the jail and track program metrics including cost, number of people served, and performance; the process should include documentation and reporting on outcomes based on goals defined by the participants and performing regular analyses to identify and address barriers to participation and success			X
1.2	Dedicate facilities space for expanding educational programming to serve Travis Hill students			X
1.3	Expand vocational options that will earn a living wage or higher following release			X
1.4	Partner with unions to develop in-jail job training that counts towards apprenticeship and later membership			X
1.5	Offer programming and career opportunities in the arts, music, and culture; this can include reinstating the Orleans Parish Prison (OPP) Arts Program and commissioning community-based artistic projects that infuse the jail environment with cultural messages that are inspirational and inclusive of all who live and work there			X
1.6	Produce video segments featuring guidance from formerly detained persons who completed programs and used those skills when they re-entered the community; show these “infomercials” on OPSO TVs to help make people aware of in-jail offerings			X
1.7	Establish/partner with a re-entry task force to examine potential OPSO options for a work release program; any work release participant shall retain the full amount of their earnings			X
1.8	Maintain a robust annual cycle of participatory information-gathering and decision-making activities about the program that ensures people detained inside the jail decide what activities are chosen, how they are implemented, and how they are improved			X
STRATEGY 2: Prepare for people’s release back to the community by establishing connections to outside support resources while people are still in OPSO custody				
2.1	Support participation in diversion programs by coordinating with other agencies in the criminal legal system to identify early diversion opportunities		X	
2.2	Facilitate safe, regular, secure, and dignified in-person visits with family members			X

2.3	Create programs for peer-to-peer support by those who were previously detained or incarcerated; topics could address conflict resolution, substance use disorder, and other issues			X
2.4	Offer programming around family group decision making and other relevant skills, and include identifying linkages to housing, employment, healthcare, public benefits, and community resources that can be accessed upon release			X
2.5	Grant re-entry service providers greater access to OJC to serve people prior to their release; incorporate a human-rights framework that anticipates housing needs at release and a living wage job			X
2.6	Begin the Medicaid enrollment process for eligible persons within 72 hours of admission or upon release, and renew as quickly as possible those who have had their enrollment suspended			X
2.7	Expand OPSO case management capacity, for all genders, to improve support and coordinate increased access to service providers			X
<i>STRATEGY 3: Ensure that the moment of release is safe, includes medications, and continuity of connection to service providers and other community-based resources</i>				
3.1	Permit people who have been processed for release to delay release to avoid late night hours		X	
3.2	Release individuals with free copies of medical records and a 7-day supply of prescription medications			X
3.3	Revise release policies and procedures to ensure that those being released are connected to relevant community-based service providers and resources, including medical, substance use disorder, and social services programs; people with mental health challenges should be released into a step-down arrangement and/or with mental health counseling			X
3.4	Identify steps that could be taken to provide more robust support for people with HIV and other STIs and to reduce stigmas			X
3.5	Share case management plans with community health and social workers who will follow people into the community after release and engage family and friend networks. Follow up with individuals within 5 days of release to confirm successful connection to community resources			X
3.6	Create Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable (SMARTIE) goals around release			X

E. OPSO staff are valued and supported

STRATEGY 1: Implement organizational best-practices that demonstrate a commitment to employee well-being, healthy work environments, and a positive organizational culture

1.1	Expand the employee assistance programs to foster staff access to social services, community resources, and programs that support overall well-being, family success, and growth	X		
1.2	Establish a policy and procedure for holding accommodations for family members of staff to access in a standard set of safe locations, during major emergencies		X	
1.3	Establish comprehensive contraband policies and procedures that address staff access, safety protocols, and the engagement of a review committee to include representation from formerly incarcerated persons and staff from each of the following: line deputies, supervisors, kitchen, facilities, CMT, and grounds		X	
1.4	Institute protocols for mental health assessments and priority visits for both staff and people in custody who are involved in use of force incidents			X
1.5	Implement flexibility in the work structure to allow for cross-training and temporary job assignments			X

STRATEGY 2: Assess and restructure the OPSO command and staffing model to ensure that the appropriate level of accountability and capacity exists to successfully perform all necessary duties

2.1	Create c-suite (senior) level positions for information management, community programs, and compliance that will elevate the priority and accountability of these functions within OPSO; this includes the supporting budget and staffing for effective implementation	X		
2.2	Review the OPSO organizational chart to restructure and streamline the supervisor-staff model based on General Command, Management Service Bureau, Corrections, Investigations & Professional Standards, Field Operations and Judicial Administration	X		
2.3	Review existing state law and current organizational structure to ensure appropriate alignment of positions and duties for civilian and uniformed personnel	X		

2.4	Assess and build the capacity of the legal team to ensure the necessary staffing and expertise exists to address all compliance and legal matters of OPSO which include but are not limited to compliance, personnel action, civil, and criminal matters		X	
2.5	Assess and restructure the Civil Division staffing model to increase capacity, fill staff vacancies, and improve efficiency in the implementation of civil duties		X	
2.6	Assess and enhance staffing, policies, and procedures to ensure effective performance of all fiscal functions and generally accepted accounting practices		X	
2.7	Establish the highest level of administrative, technical, and supportive staffing for all positions that impact the effectiveness of service processes			X
STRATEGY 3: Implement personnel policies and practices that support recruitment, retention, and advancement of qualified employees				
3.1	Implement recruitment and retention strategies to attract and maintain a pool of qualified candidates for all uniform and non-uniform positions including outreach to previous employees eligible for re-hire, increased participation in hiring events, competitive compensation packages, a transparent system of recognition, opportunities for promotion, and professional development		X	
3.2	Review personnel policies handbook to ensure inclusion of a comprehensive grievance policy reflective of the organizational structure and supervisory staffing model	X		
3.3	Implement engagement practices that provide opportunities for feedback from staff during onboarding, employment, and exit			X
STRATEGY 4: Ensure appropriate utilization of detail employment in alignment with OPSO policy and operational (staffing) needs				
4.1	Maximize the use of reserve deputies to cover temporary vacancies in deputy assignments due to absence, training attendance, and other defined reasons for leave		X	
4.2	Assess current policies and procedures to ensure tighter controls and outside reviews of detail hour limits and assignments	X		
STRATEGY 5: Develop a documented performance-based system for consistency in decisions involving personnel actions and professional development, including evaluations, promotions, and terminations				

5.1	In consultation with current staff, allow supervising ranks (Captains and above) to reevaluate those staff in their command (Lieutenants and below)		X	
5.2	Increase access to required trainings and professional development opportunities that support performance of duties, enhanced expertise, and technical skill-building across all functional areas			X
5.3	Align all procedural trainings with reinforced supervision and systems of accountability to ensure ongoing compliance and demonstrated performance consistent with required standards			X
5.4	Implement policies and procedures for staff performance evaluations that are reinforced through systems of accountability, promotion, and recognition			X

F. OPSO operates transparently and respectfully

STRATEGY 1: Implement effective information management policies and systems for tracking and reporting that improve access to data for all stakeholders

1.1	Enhance OPSO's public database and website to include access to programmatic information; this would include program descriptions, demographics on those served, cost, needs to be met, metrics to measure success, actual outcomes, how to access programs, and barriers to participation		X	
1.2	Ensure that instructions on processes to submit service are clearly defined and visible in the appropriate public facilities and on website in a manner that is user friendly for the general public		X	
1.3	Partner with community anchor institutions to increase education and awareness of civil processes and the rights of individuals engaged in civil matters		X	
1.4	Incorporate a fee calculator on the Civil Division's website and post a fee schedule in visible places (including Civil District Court, first floor kiosk, and fourth floor) to allow services to be paid for in one visit		X	
1.5	Increase access to up-to-date public information on processes during emergency situations		X	

1.6	Implement data sharing in partnership with the City of New Orleans to ensure that information related to budget, bookings, releases, charges, civil asset forfeiture, evictions, use of force, solitary housing, complaints, misconduct outcomes, and calls for service are accessible through the nola.gov website			X
STRATEGY 2: Strengthen community oversight and public accountability				
2.1	Create an independent community oversight board, with a dedicated staff ombudsperson; the board would examine grievances, evaluate programs, have open access to information related to grievances, draft policies, confidential information, and staff, issue quarterly reports on certain identified metrics, as well as special reports on select topics periodically, and have the authority and continuous access to meet individually with incarcerated people and staff, as well as refer certain disciplinary matters directly to the Sheriff		X	
2.2	Institute independent reviews of individual use of force incidents, use findings as learning/training opportunities, and report results to the public		X	
2.3	Ensure OPSO public meetings allow for adequate community input and include as a responsibility of the OPSO ombudsperson to conduct regular community forums (listening sessions) to provide updates on concerns and actions taken	X		
STRATEGY 3: Improve OPSO practices related to service of processes and duties that involve direct engagement with members of the community				
3.1	Require law enforcement officers, including task force members who are acting in the parish by "deputization" of the Sheriff, to comply with the New Orleans Police Department (NOPD) Consent Decree	X		
3.2	Convene housing advocates to determine ways the Sheriff can improve the process of property seizures and eviction processes	X		
3.3	Develop and implement a comprehensive public education campaign providing access to information on individual's rights and resources available to stop or navigate the eviction process; deputies should provide hard copies of education information at the time of process service		X	
3.4	Partner with faith-based leaders to support religious observances that recognize individuals whose deaths occurred within OPSO facilities			X

3.5	Eliminate the fees associated with parking at OPSO		X	
3.6	Re-open the OPSO 4th-floor office to the public or provide additional training and support to the 1st-floor reception staff regarding fee schedules and other publicly relevant information		X	
3.7	Train frontline staff on OPSO values and the demonstration of values in their engagements with the public; reinforce positive interactions through supervision and professional development		X	
3.8	Examine the process of serving “temporary restraining orders” and prioritize restraining orders over other items being served	X		

STRATEGY 4: Improve policies and procedures that support partnership development and expand access to community resources

4.1	Develop a resource development plan that expands partnerships with community organizations for grant funding to support more strategic community programs		X	
4.2	Create an easily accessible document outlining the process and requirements for community organizations to partner with OPSO		X	
4.3	Develop policies and procedures that support increased, safe access for external community organizations and service providers to engage with people in custody, including providing an orientation for providers that are new to accessing the jail		X	
4.4	Use an overarching strategy to guide the development of community partnerships and decisions on funding allocations for improved outcomes		X	

G. OPSO is exceptionally well-managed

STRATEGY 1: Improve data management and reporting systems to support effectiveness of operations across OPSO functional areas

1.1	Assess the functionality gaps in the current jail management system and implement improvements or a system change that will enhance performance and efficiency	X		
1.2	Upgrade or implement a new tracking system for Administrative Remedy Requests that improves management of information related to complaints or incidences within the jail facility			X

1.3	Upgrade or implement a new case management/client tracking systems to improve documentation of access to services, trainings, and resource referrals made to and for detained clients			X
1.4	Upgrade or implement a new asset management system and the supportive policies for effective inventory management		X	
1.5	Upgrade or implement a new accounting system that provides the full functions necessary for fiscal management and reporting		X	
1.6	Introduce a new tracking system for future arrests that enables analysis and allows for easy development of informative case studies			X
1.7	Establish a records management and retention schedule for OPSO that is approved by the state archivists, as required by law			X
1.8	Develop a reporting and analytics group that can reliably conduct necessary data analysis and reporting		X	
1.9	Provide data and information management training to deputies to improve accuracy and effectiveness in engaging with existing and new data systems		X	
1.10	Provide OPSO issued devices for official business use; review staff responsibilities to identify appropriate levels of staff and necessary equipment to carry out duties		X	
STRATEGY 2: Strengthen data security for prevention of cyberthreats				
2.1	Conduct a third-party cybersecurity risk analysis and ensure there is an adequate cyber security insurance policy in place	X		
2.2	Implement IT system access and use auditing on all major technology systems		X	
2.3	Identify and train a data protections officer as required by ordinance		X	
STRATEGY 3: Increase digitization of information and manual processes				
3.1	Digitize all historical/archival records by default			X

3.2	Build data and information capacity to reduce manual or paper processes		X	
STRATEGY 4: Maintain documentation of existing licenses, software, platforms, and data systems usage and needs across all functional areas				
4.1	Conduct a system inventory which will include a complete and accurate listing of all hardware and software (system software and application software) components including make/OEM, model, version, service packs, and person or role responsible for the component	X		
4.2	Develop and IT survey to understand the relevant details of the environment; including Asset Inventory/Management		X	
4.3	Document system environment which includes a detailed topology narrative and graphic that clearly depicts the system boundaries, system interconnections, and key devices; include an instance for each operating system in use, an instance for portable components (if applicable), all virtual and physical servers as well as any networked workstations, firewalls, routers, switches, copiers, printers, lab equipment, handhelds		X	
4.4	Publish inventory and 3rd party usage of surveillance tools			X
STRATEGY 5: Implement internal process improvements and standards for documentation				
5.1	Update IT infrastructure at acceptance to improve accuracy and timeliness of intake; include access to 24/7 technical support and additional access to information for staff via broader internet access			X
5.2	Explore additional methods for service of processes by deputies other than in-person		X	
5.3	Create process flow illustrations that document the communication and information exchanges between judicial enforcement, docket, and service divisions that can be used for training and quality improvement purposes			X
5.4	Improve documentation and accuracy of subpoenas prior to issuing warrants to prevent erroneous warrants		X	
5.5	Require additional training for staff involved in internal investigations and institute a separation period requirement for new investigators		X	

5.6	Implement policies and procedures that support the accuracy and timeliness of actions necessary for release of individuals from incarceration		X	
5.7	Update policies and procedures to prevent double payments after clock-ins	X		
STRATEGY 6: Strengthen inter-agency relations that enhance coordination of processes and system improvements				
6.1	Improve the grievance process and other dispute resolution processes to reduce the number of jail-based charges resulting from people in custody seeking alternate remedies for conflicts		X	
6.2	Establish an ongoing partnership with the D.A. and NOPD to identify ways to maximize program efforts for a more comprehensive, outcomes driven program approach		X	
6.3	Set up a system to allow the clerk's office to accept payment for service (standard practice in other parishes)		X	
6.4	Improve paperless, timely data sharing between OPSO and the clerk's office		X	
6.5	Run names to identify all holds and upcoming court dates at intake and actively work to address and resolve them while people are in custody and prior to time of release; this includes ensuring persons in custody are brought to court if the court is in Orleans Parish and having the person transferred to go to court if the court is outside of Orleans Parish		X	
6.6	Develop improved communication protocols to support OPSO, courts, and the attorney of record to help accused persons make court appearances		X	
6.7	Convene a meeting of regional sheriffs to identify potential improvements for processing transfers and holds		X	
6.8	Create a position or unit (employee or contractor) whose job is to monitor all persons in custody to ensure that they are getting to hearings on time and are released as soon as possible after they are eligible			X

6.9	Improve the transfer of intake documentation from law enforcement agencies. This process should include stationing an NOPD staff person at the jail to manage documentation corrections prior to transfer to OPSO and conducting training with law enforcement partners to ensure efficient, effective transfer of processing documentation during intake and booking		X	
6.10	Implement an anonymized inter-departmental ID system that allows for management of sensitive or HIPAA protected information			X
6.11	Enhance communication processes between Louisiana Department of Public Safety And Corrections (D.O.C), D.A., and municipal courts related to warrants or warrant recalls while individuals are in custody		X	
STRATEGY 7: Increase resource development and grants management capacity				
7.1	Establish a professional (management) level staff position or consultant relationship to lead the resource development and grants management responsibilities; based on the new organizational structure, this position would be structured to connect to the newly created leadership position for Community Programs and the Chief Financial Officer		X	
7.2	Increase funding from federal grant opportunities to support reform and improvement including but not limited to activities related to recruitment, improved equipment, training, crime prevention, and community programs			X
7.3	Pursue private foundation funding opportunities in partnership with community stakeholders to expand community investment, innovation, and access to supportive services			X
STRATEGY 8: Maximize existing revenue opportunities and restructure allocations to improve core operations				
8.1	Conduct a budget analysis to determine whether surplus revenue generated from Civil fees and commissions may be used to build OPSO infrastructure	X		
8.2	Create a budget line item and annual operating budget to fully fund a comprehensive Community Programs strategy and staffing	X		
8.3	Explore and implement approved options for expending FEMA funds to OPSO priorities. This may include opportunities for budget modifications, adjustments to project worksheets, agreement amendments, no-cost extensions, and procedures for federal drawdowns	X		

8.4	Explore the option to expand the current OPSO millage and if favorable for implementation, include accountability requirements for OPSO to receive city funding		X	
8.5	Conduct an audit and maintain documentation on the inventory of properties owned by OPSO property to maximize utilization, ensure proper maintenance, and capitalize on revenue opportunities		X	
8.6	Conduct an assessment to identify cost savings opportunities that can be implemented through a cooperative agreement with the City of New Orleans; this may include opportunities for combining resources, bulk procurement, maximizing system or platform licenses, shared consultant services and other items that may support efficiency in the use of public dollars		X	
STRATEGY 9: Increase the capacity and efficacy of the legal department to effectively manage all legal matters under the purview of OPSO				
9.1	Review all pending OPSO cases to determine the merit of cases and likelihood of dispensation or judgment		X	
9.2	Review and update existing conflict policy to reflect instances where there are multiple defendants in lawsuit related to indemnification and insurance		X	
9.3	Develop a risk mitigation plan to reduce slip and fall claims brought against OPSO. This should include research on the prevalence of slip and fall claims against OPSO, trends, improved staff training, reduction of hazards, and assignment of risk mitigation responsibilities to an identified lead or supervisors		X	
9.4	Review existing policies and practices related to payment of state court judgments to determine opportunities to improve fair and equitable actions that support good faith in providing remedies to those that have been harmed which ultimately builds goodwill in impacted communities		X	
9.5	Identify a qualified firm or individual legal counsel to review and manage all cases related to prisoner civil rights, personnel action or other issues required specialized legal expertise		X	
STRATEGY 10: Promote a culture of accountable leadership				
10.1	Develop value principles and a clear action plan to operationalize principles within OPSO policies and procedures; additionally, develop an annual evaluation process to measure success in achieving values-driven performance goals	X		

10.2	Post all accreditation reports publicly and review them with senior leadership to identify and address deficiencies		X	
10.3	Conduct a review of existing contracts for products and services to ensure contractor deliverables are met, and products or services are necessary to support the duties of OPSO	X		
10.4	Establish a process for leadership to conduct ongoing analyses and improvement of identified systemic issues		X	
STRATEGY 11: Renovate the jail to comply with consent decree				
11.1	Identify a consent decree compliance lead to work with internal stakeholders to develop OPSO's plan for compliance	X		
11.2	Develop a clear communications strategy to share messaging with internal and external stakeholders on the compliance renovation plan and Phase 3	X		
11.3	Designate the second floor area as the area serving people with mental health needs			X
11.4	Replace all cell doors in three pods on the second floor with full vision cell doors			X
11.5	Install fencing on the mezzanine railing in three pods to mitigate jumping risk			X
11.6	Remove the second bunk in 15 cells in three pods (45 total) to increase the number of single cells			X
11.7	Install a nurse station in three pods for 24/7 supervision			X
11.8	Repurpose two cells in six pods on the second floor to create 12 one-on one confidential interview rooms			X
11.9	Repurpose one cell in each pod (total of 6) for medical staff offices			X
11.10	Coordinate with the mayor's office to create a dual use mental health facility outside the jail for use by those in custody and community			X