

PLANNING AND COORDINATION

- [To ensure the jail's operating and capital needs are carefully understood and addressed over time](#), the City and Sheriff should agree to:
- **Develop a multi-year strategic plan for the New Orleans jail.** The City and Sheriff should undertake a collaborative planning process, with input from other actors in the criminal justice system and the public. The planning process should also include annual reviews of performance against the goals and objectives of the plan, in coordination with developing the annual budget for the jail. In addition, the City, Sheriff and other actors in the criminal justice system should coordinate on common issues, such as sharing of information and resources, planning for future jail population and facility needs, and improving outcomes for both incarcerated persons and the public.
 - **Establish a standard process and documentation for developing and approving the jail's annual operating and capital budgets.** The new process should coordinate with the City's annual budgeting process. The budget should clearly define the City's funding obligations and how the Sheriff can use the funds so the public can hold both parties accountable. The budgets also should include jail funding sources not provided by the City to present a complete financial picture.
 - **Develop a compensation strategy for jail deputies and other employees.** The City and Sheriff should accompany the strategy with: a jail staffing plan, updated annually; periodic independent studies of compensation levels; and a budget for appropriate continuing education and training for employees to ensure a stable and professional jail workforce. The City and Sheriff should periodically evaluate the compensation strategy to determine if it is achieving its goals.

ACCOUNTABILITY

- [To improve transparency and accountability for the City's adequate funding of the jail and the Sheriff's efficient and effective use of taxpayer dollars](#), the City and Sheriff should agree to:
- **Develop a standard process for the City administration to review the Sheriff's annual budget proposal.** The process should include consideration of the Sheriff's proposal in the context of the strategic plan for the jail. It should conclude with the administration's report to the City Council explaining the rationale for any changes from the Sheriff's original budget request. Citizens could then assess the City's funding level and hold the mayor and councilmembers accountable.
 - **Hold joint quarterly public meetings before the City Council at which the Sheriff's Office provides budget updates.** The Sheriff's Office should document how it spends City funding, with details on budget variances, as well as contracts, operations, jail staffing, population and other cost drivers. The City Council should use its existing investigatory powers as needed to supplement the financial oversight of the Inspector General and probe any discrepancies with the budget.
 - **Use the City's central procurement office for jail purchasing and contracting.** The Sheriff's Office and the City should develop jail-specific policies and procedures, modeled on those established for City departments and agencies, to ensure fair and transparent contracting while facilitating efficient and effective jail operations.
 - **Collaborate on a new process for approving professional services contracts for the jail modeled on the City's approach.** The Sheriff should establish an executive order for professional services contracting that is like the mayor's. It should include, among other things, contractor selection by a committee consisting of the jail administrator, appropriate jail management staff, a City liaison and, as necessary, an outside expert. The Sheriff's role, like the mayor's, should be limited to signing a contract with the committee's selected contractor or terminating the procurement.

JAIL ADMINISTRATION

- [To help sustain effective jail administration over time](#), the City and Sheriff should agree to:
- **Establish a jail administrator position reporting to the Sheriff and define its roles and responsibilities.** The Sheriff should develop the job description, with input from the City, to clarify the administrator's daily management and operations of the jail and areas in which the administrator will collaborate with the Sheriff and justice system stakeholders, including the City.
 - **Set minimum requirements for the appointment of the Sheriff's top jail administrator.** Among other things, they should require the jail administrator to have significant experience managing a correctional facility, as well as a professional certification in jail administration or to obtain one within a reasonable time frame of the appointment.
 - **Establish a role for the City in the selection of future jail administrators.** At a minimum, a City administrator familiar with jail matters should serve on the Sheriff's search team. The parties should consider requiring the City Council's consent to the Sheriff's appointment of the jail administrator.
 - **Provide for public participation in the selection process.** This should include interviewing candidates in public and releasing information about their qualifications.

OVERSIGHT

- [To provide effective local oversight of jail performance](#), the City and Sheriff should agree to:
- **Establish an external oversight body to regularly monitor conditions in the New Orleans jail, study its operations and treatment of people in custody, and investigate complaints.** The City and Sheriff should develop a State legislative proposal for an oversight entity in consultation with jail experts, parties to the consent decree and the public. The entity should be independent from the Orleans Parish Sheriff's Office and the City in terms of its governance, staffing and funding. The entity should have broad access to the facility, records, staff, contractors and incarcerated persons. Finally, it should maintain a website and use it to regularly report its findings and recommendations to the public. Its recommendations should be non-enforceable proposals to help improve jail performance.

Subsequently, the Legislature should establish the reforms in State law to ensure they will endure beyond the term of any agreement and the tenures of individual sheriffs, mayors and City Council members. State lawmakers also should require reforms in any key areas where the City and Sheriff either do not reach agreement or lack the power to make permanent changes, such as establishing local external oversight of the jail.