



JUSTICE IN DESIGN

JUSTICE IN DESIGN TEAM

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**VAN
ALEN**

INSTITUTE

**The Independent
Commission for
New York City
Criminal Justice and
Incarceration Reform**

JUSTICE IN DESIGN
TOWARD A HEALTHIER AND MORE JUST
NEW YORK CITY JAIL SYSTEM



UNLEASH
TO



Expectations of what needs to change in our design?
to improve community

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INSTITUTE
4

Expectations of our design?



CONTENTS

- 6 THE TEAM AND MANDATE
- 9 INTRODUCTION
 - Justice in Design: A New Narrative for New York City
- 12 PROCESS
 - Workshops, Research, Community-Connected Jails
- 16 EXISTING CONDITIONS
- 19 DESIGN PRINCIPLES AND OPPORTUNITIES
 - I. INTERIOR SPACES
 - Interior Spaces for Living and Working
 - Correction Officer and Staff Activity and Break Spaces
 - Consideration of Visitor Experience
 - II. COMMUNITY CONNECTIONS AND THE CIVIC EXPERIENCE
 - Proximity to Courts and Other Civic Uses
 - Justice Hubs: Interior-Exterior Relationships
 - Design that Embodies Civic Ideals
- 45 CONCLUSION
 - Imperative for Change
- 46 THE TEAM
- 49 APPENDIX A: WORKSHOPS
- 57 APPENDIX B: VALUES
- 58 APPENDIX C: RELATED WORK

THE TEAM AND MANDATE

Justice in Design—a team comprised of architects, designers, planners, social and environmental psychologists, and incarceration reform advocates—was asked to produce a set of programming and design principles for future jails in New York City. This work began as an outgrowth of a partnership between Van Alen Institute and The Independent Commission on New York City Criminal Justice and Incarceration Reform, convened at the request of New York City Council Speaker Melissa Mark-Viverito and chaired by former New York State Chief Judge Jonathan Lippman. The partners asked the project team to explore several questions:

1. How can we create jail designs that are more healthy, rehabilitative, and respectful?
2. What impact does jail have on the community, and how can a decentralized jail system improve these negative effects?
3. What social services and programming can be included to help people re-enter communities?
4. What site elements are important to include in the design of community-based jails?
5. What types of neighborhood services can be offered to complement a community?



PHOTOS FROM WORKSHOPS IN
QUEENS, THE BRONX, AND BROOKLYN



2016 RALLY IN NEW YORK CITY
PHOTO BY DAVID ETHERIDGE-BARTOW

INTRODUCTION

JUSTICE IN DESIGN: A NEW NARRATIVE FOR NEW YORK CITY

The findings in this report develop innovative design and programming guidelines for future decentralized jails—termed **Justice Hubs**. Justice Hubs are facilities that create healthy, normative environments and support rehabilitation for incarcerated or detained individuals, while simultaneously providing neighborhoods with new public amenities. These facilities take into account the context of surrounding communities. The guidelines offer **resources for all neighborhood residents**, reducing the fear and stigma surrounding jails while providing **shared amenities**, such as community gardens, art studios, exercise facilities, medical clinics, and social services. Calling for **on-site programs** such as job training centers, community courts, a police department, and probation offices, the guidelines position Justice Hubs as public **sites of civic unity** with integrated routes for detainees to return to life in the city, restoring dignity to people who are incarcerated while making the criminal justice system more **visible, accountable, and responsive**. Justice Hubs rethink jail interiors, incorporating such principles as **direct access to daylight and air**, activity **spaces for officers**, and new **models for welcoming visitors**.

The rationale for these recommendations is simple: At any given moment in New York City, 10,000 people are in jail, but 75 percent of them were detained because they cannot make bail and have not been convicted of a crime, and 88 percent of those detained are African-American or Latino. Unlike state and federal prisons, jails like Rikers Island are operated locally and predominantly house pretrial detainees and individuals who have been sentenced to serve one year or less.

New York's criminal justice system is outdated, violence-ridden, and fiscally draining for the city. The isolation of a majority of the detainees in ten facilities on Rikers Island exacerbates the violence, deterioration, and failure that symbolize a neglect of civic responsibility toward those who live and work within the justice system and the communities that are affected by it. Those convicted and awaiting trial deserve healthy, safe, and rehabilitative living conditions. *Justice in Design* identifies opportunities to allow these facilities to better serve those directly impacted by them and become an asset to their communities.

Now is the time to address the dire living and working conditions in jails throughout the city. By rethinking the idea of what a jail can be, a new borough-based model can increase transparency, accountability, and community inclusion, and reinforce the value of public institutions for New Yorkers. Closing Rikers Island and building smaller borough-based Justice Hubs is the first step toward a healthier, more effective criminal justice system that can extend beyond jail buildings to individuals and communities.

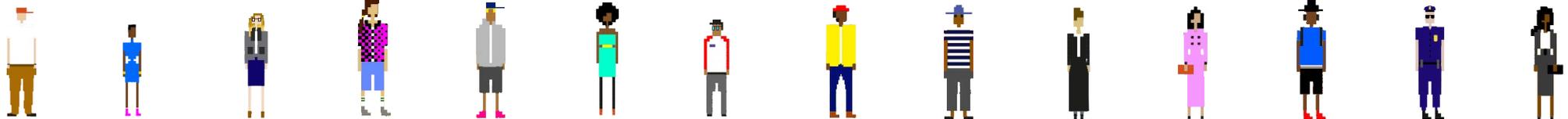
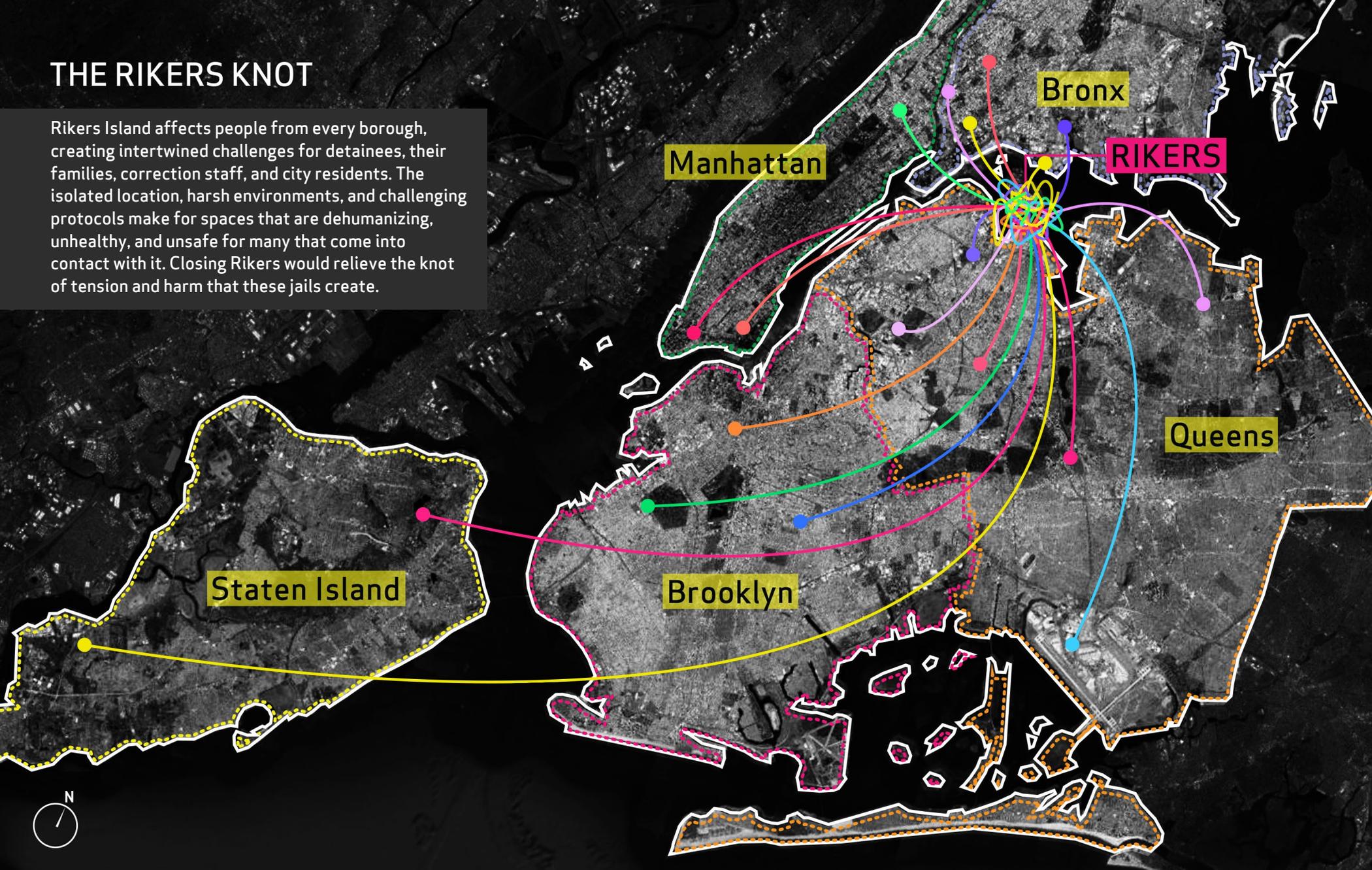
Creating Justice Hubs requires us to conceptualize the physical design of jails, the programming it offers and its relationship to cities, communities and courts. The proposed Justice Hubs provide healthy spaces that consider sight, smell, sounds, and safety for all users. They offer easier access to programming for both detainees and recently released inmates, decreasing rates of recidivism. Their

proximity to courts allows for due process and better access to legal representation. In addition to benefiting those who live and work inside, Justice Hubs can be new community resources, woven into the fabric of neighborhoods to provide much-needed services and community facilities.

The report is framed around four user groups directly affected by the New York City jail system: people who are detained, officers and staff, visitors, and communities. Each group has a distinct and critical role in the physical and social spaces of jails and has the ability to spark change in the broader system. The recommendations outlined in this report seek to address the needs of each user group. They are necessary for realizing a healthier, more just criminal justice system—and by extension a healthier and more just New York.

THE RIKERS KNOT

Rikers Island affects people from every borough, creating intertwined challenges for detainees, their families, correction staff, and city residents. The isolated location, harsh environments, and challenging protocols make for spaces that are dehumanizing, unhealthy, and unsafe for many that come into contact with it. Closing Rikers would relieve the knot of tension and harm that these jails create.



PROCESS

WORKSHOPS

A series of workshops in three New York City boroughs were instrumental in establishing the design principles of our work. Each workshop included groups affected by the justice system, formerly detained and incarcerated people, families, correction officers, staff, and interested members of the community. Participants responded to questions designed to elicit how they interpreted the idea of community, how they perceived the experience and environment of jails, and how the experience of jail could be improved. The workshops produced wide-ranging and remarkably candid discussions for a public forum. The depth and breadth of feeling and experience shared by workshop attendees was profound and gave immediacy to the situations and topics at hand as well as helped structure the considerations that should influence design decisions specified in the report. (For greater detail on this process, its findings, and foundational values, see Appendices A and B).

ADDITIONAL RESEARCH

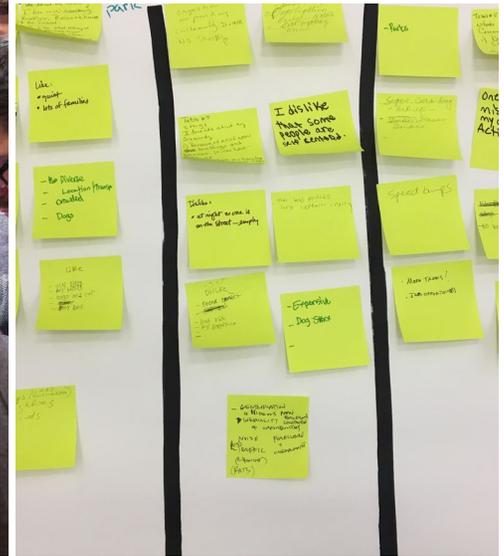
In addition to the workshops, the team also toured two existing jails, attended Independent Commission round-table discussions, and met with family members of people who were detained and with former correction officers. Each of the workshops, tours, and meetings informed the broad range of issues at hand and guided the formation of the design principles.



SUMMARY OF FINDINGS: INTERIOR SPACES AND COMMUNITY-CONNECTED JAILS

The workshops, site-visits, and round-tables affirmed the urgent need to close Rikers Island and develop a new generation of jails. To make jails more rehabilitative, healthy, and respectful, attention to the design of interior spaces must focus on producing positive behavioral effects, easing tensions for inmates and staff, providing dedicated spaces for a diversity of experiences and constructive programming, and creating domestic environments more common in everyday life with access to light, air, views. The discussions proposed facilities centered on establishing community-

based institutions as an integral part of the city and the populations they serve. All three types attempt to develop a positive connection with the local context, while affording opportunities for work and community-based programs. The findings indicate that to best serve New York City, the boroughs, and local communities, the next generation of facilities must draw on experiences of people living and working in jails. The inclusion of these participants will help inform designers and policymakers about current conditions and lead to a better and more just system in the future.



WORKSHOP PROCESS

EXISTING CONDITIONS

Substantive change is no easy undertaking. A complex set of problems with overlapping histories and difficulties has produced a crisis in jails. In order to move forward, there will need to be significant efforts in several areas: political, public, programmatic, and economic. In each of these areas, we must continue to foreground the overarching idea that jails are at their foundation civic institutions that define who we are as a society. It is therefore important to bring jail-system reform to the collective consciousness of New Yorkers—responding in particular to extreme racial disparity in the criminal justice system—to strengthen the city as a whole. Improving conditions for detainees, correction officers, staff, and visitors constituted a primary rationale for our work. The design team prioritized three elements in the reconsideration

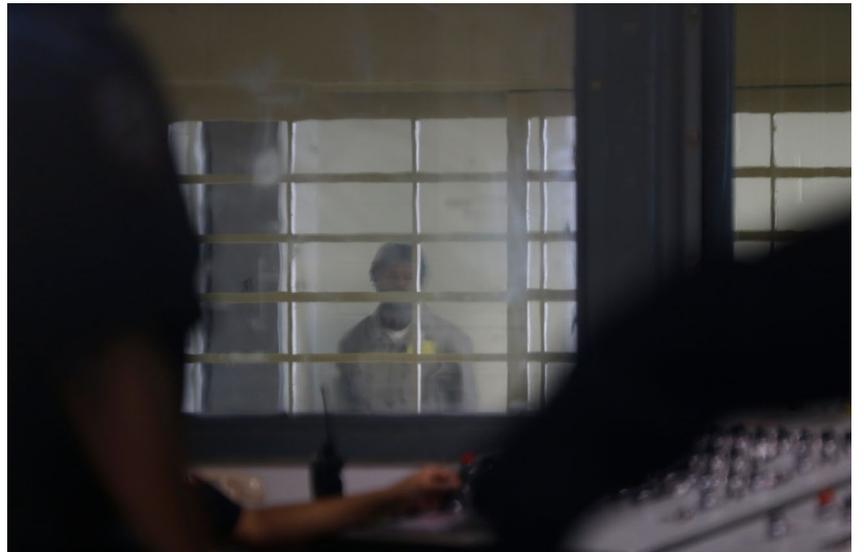
of existing jail facilities: providing all people in residential areas with a more positive living and working experience, fostering effective programming and communication, and creating a respectful and supportive visitor experience.

For detainees and inmates, we identified residential areas as one of the most critical areas for reconsideration. For correction officers, we sought to design spaces distinct from general detention areas where officers and staff can remove themselves from work responsibilities, recharge, and refocus. For visitors, we focused on the overall experience from information access through visitation. In each case, we reviewed small- and medium-scale elements that could have a profound impact on the quality of life.



TOP: RIKERS ISLAND, 2011
AP PHOTO / BEBETO MATTHEWS

RIGHT: RIKERS ISLAND, 2015
AP PHOTO / SETH WENIG



The design principles that follow are grouped around four areas: interior living and working spaces for detainees and staff; programs focused on the betterment of all those affected directly or indirectly by the criminal justice system; customs and protocols associated with personal interactions within facilities; and creating supportive connections between individuals affected by jails, the surrounding community, and the city as a whole.

Failures in each of these areas impose a significant burden on those living and working in jails and those affected by the criminal justice system. By the same token, understanding the functions of each also helps establish a better understanding of the institutions—both short and long term—and how they

can positively influence people from the personal to the societal scale. By isolating these areas, we seek to establish specific propositions and guidelines to make effective, long-lasting changes at each scale.

We acknowledge that certain elements commonly found in jails—such as intake, commissary, medical facilities, and some program spaces—are not part of our study of existing conditions but should be carefully considered in the design of new facilities. Poor design in these areas can create adverse conditions for all those involved, but for this project—given the time and focus of the study—we were not able to devote attention to these areas. (For details, see “Limitation and Opportunities for Future Explorations” in Appendix C.)

DESIGN PRINCIPLES AND OPPORTUNITIES INTERIOR SPACES

Poor living conditions of jails include dark, loud, degrading, traumatizing, and dirty interior environments that dehumanize inmates and detainees, exacerbating the already distressful experience of being in jail. These sensory experiences remain, even after leaving jail. Such poor design and living conditions are often rationalized as a punishment for wrongdoing. For those detained and incarcerated, these physically and mentally challenging conditions can have long-term behavioral consequences that make it difficult for individuals to prepare for re-entry into society.

Well-designed spaces have positive behavioral impacts: they can ease tensions for and between inmates and staff, and also convey and foster respect. Design can improve the jail experience in two ways: by providing dedicated spaces for a diversity of experiences and constructive programming, and by designing attractive and clean rooms that convey respect for people who are detained and for correction officers and staff. Thus, our design principles are centered on creating normative living environments rather than communicating distrust and neglect.

All interior spaces will benefit from greater access to natural light, air, and outdoor spaces for activities and views. Direct access to light and air, and exterior spaces for activities

creates spatial and experiential diversity, and allows for exercise and movement, while also minimizing the need for complicated circulation between residential, outdoor, and exercise areas within the larger facility. Given the verticality of New York buildings, interconnecting adjacent floors will create useful connections between living and program spaces. By creating sectional adjacencies with access via stairs it reduces the need for time-consuming elevator travel. Access to a variety of good-quality spaces has a positive effect on the physical and mental health of people living and working in jail facilities. Likewise all interiors will be improved by variations in materials, colors, and textures, creating environments that are more common in domestic settings and conducive to living and working.

In addition, living and working spaces can be enormously improved by changing the entrenched and embedded cultures through training and ongoing discussions with individuals living and working in jails. Every aspect of the interaction between detainees, correction officers, staff, and visitors can be improved by reinforcing ideas of respect for all; use of trauma-informed and people-first language; a focus on safety and security for all; conflict resolution; encouraging people to look, listen, and act responsibly with each other; and nourishing trauma-informed spaces and practices.

INTERIOR SPACES FOR LIVING AND WORKING

Consideration of supervisory, programmatic, operational, quality of life, and design elements in the interior configurations of spaces is essential for healthier residential life for inmates, detainees, and officers. These five elements are the foundation of our design principles for residential life, which can be used in both existing and new facilities.

Direct supervision

Direct supervision is a residential plan that stations a correction officer within the living area, with cells arranged around a day room with clear sight lines, to visually observe and maintain personal, one-on-one relationships with people being detained. It allows for more effective and respectful communication and has been found to help alleviate and deescalate situations in residential units.

Connection to embedded program spaces

Specific program spaces embedded into residential areas allows for a greater diversity of living and learning environments within the residential unit and helps to limit the need for complex coordinated movements of people throughout the day. This offers greater freedom of movement for detainees since they don't need escorts as frequently. This arrangement offers choice and creates more natural living environments.

Manage sensory stimulation in physical environment

Reducing background noise and volume through acoustic properties of materials, temperature consistency, and air circulation helps establish more conventional living and working environments.

Streamline the intake and release processes

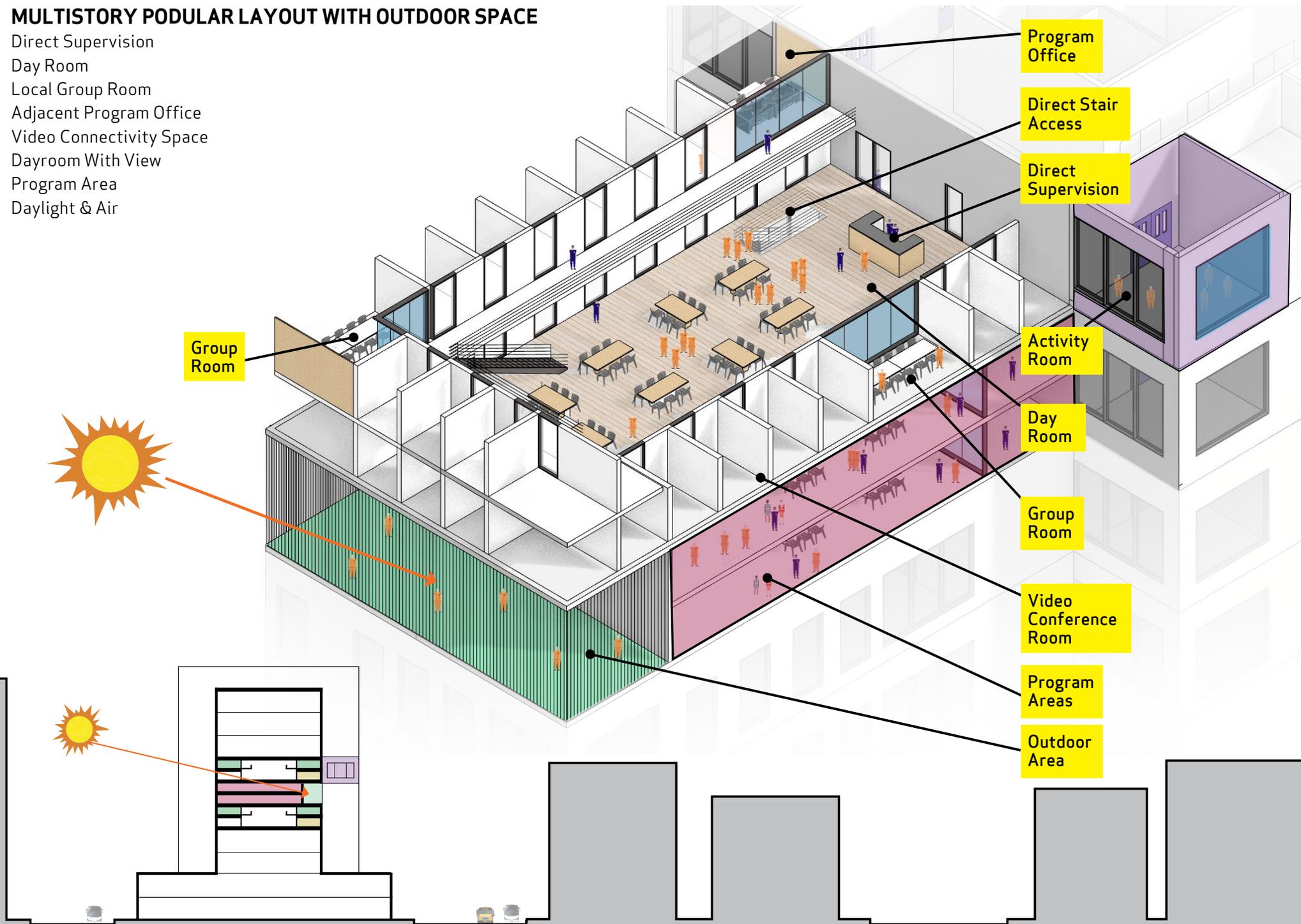
Better ways to access data electronically, and schedule and process individuals could be very helpful in improving living and working conditions in facilities. The intake and release procedures in many New York City jails is disconcerting, time consuming, dangerous, and requires much study. Jails typically have one point where people are processed, whether upon arrival, release, or when making transitions to court appearances or other events.

Re-conceive medical and behavioral health service processes

Comfortable and appropriate waiting spaces, efficient movement through care, increased visibility and communication between providers are important elements in the overall living and working conditions within jails.

MULTISTORY PODULAR LAYOUT WITH OUTDOOR SPACE

- Direct Supervision
- Day Room
- Local Group Room
- Adjacent Program Office
- Video Connectivity Space
- Dayroom With View
- Program Area
- Daylight & Air



CORRECTION OFFICER AND STAFF: ACTIVITY AND BREAK SPACES

The current jail environment negatively impacts jail staff as well as people who are detained. Those working inside—uniformed officers and civilians—often describe “idling at 60” as their constant state of vigilance and tension. People working inside are subject to many of the same stressors as people held inside—limited movement, limited autonomy and choice, poor air and light, infrequent exposure to the outdoors—as well as double shifts and overtime.

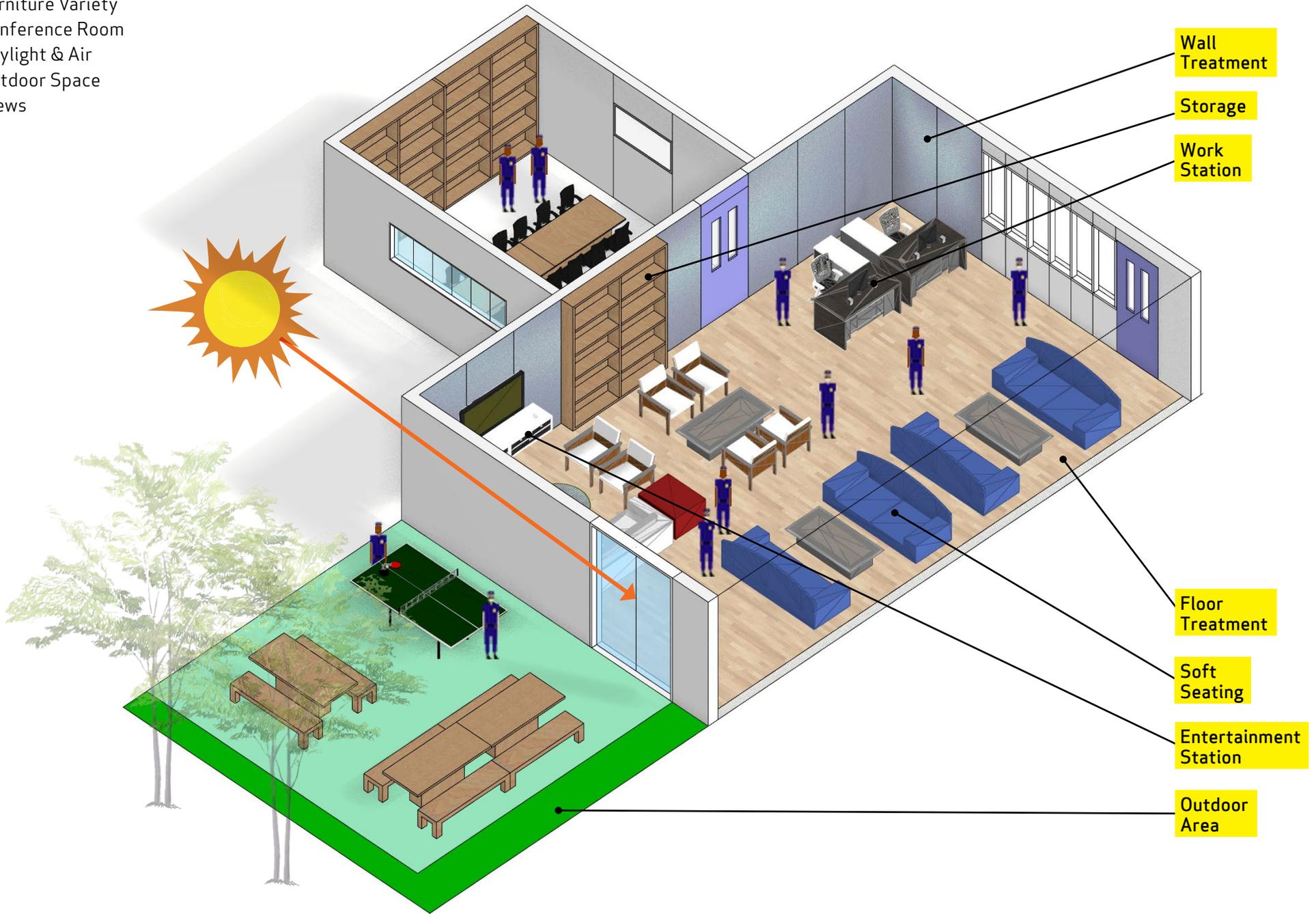
A greater diversity of living and working areas for correction officers and other staff will positively affect the physical and emotional health of those working in jails. A variety of more

positive experiences in the workplace can be accomplished by incorporating these four design features:

1. Non-work-related areas such as break rooms and education areas using design typologies that are common in everyday life outside the institution
2. Variations in furniture and finishings
3. Access to natural light, air, outdoor activities, and views
4. Effective coordination of where and how to occupy these spaces

OFFICER & ACTIVITY BREAK SPACES WITH OUTDOOR SPACE

- Material & Finish Varieties
- Furniture Variety
- Conference Room
- Daylight & Air
- Outdoor Space
- Views

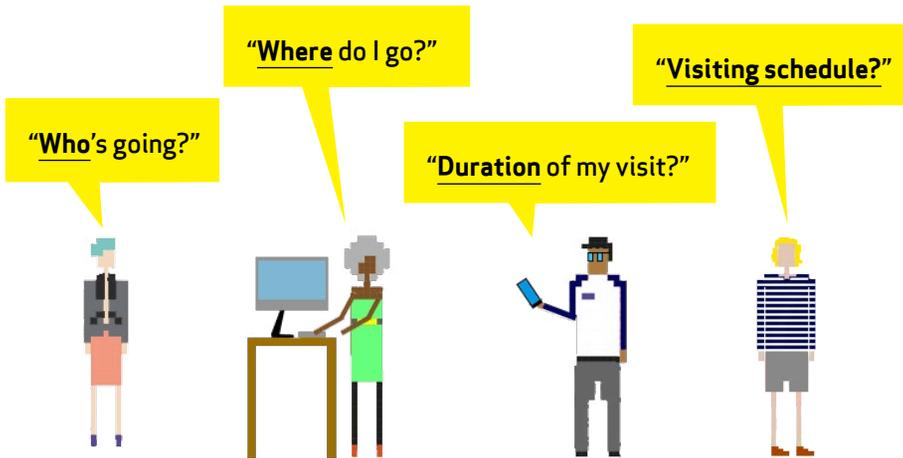


CONSIDERATION OF VISITOR EXPERIENCE

The visitor experience begins and ends outside a jail. The procedures and protocols required to see people who are detained at any of the Department of Correction facilities leaves visitors with a lasting impression of the difficult and challenging living conditions within the facility. Family members, correction officers, and formerly detained people describe a system in desperate need of significant change.

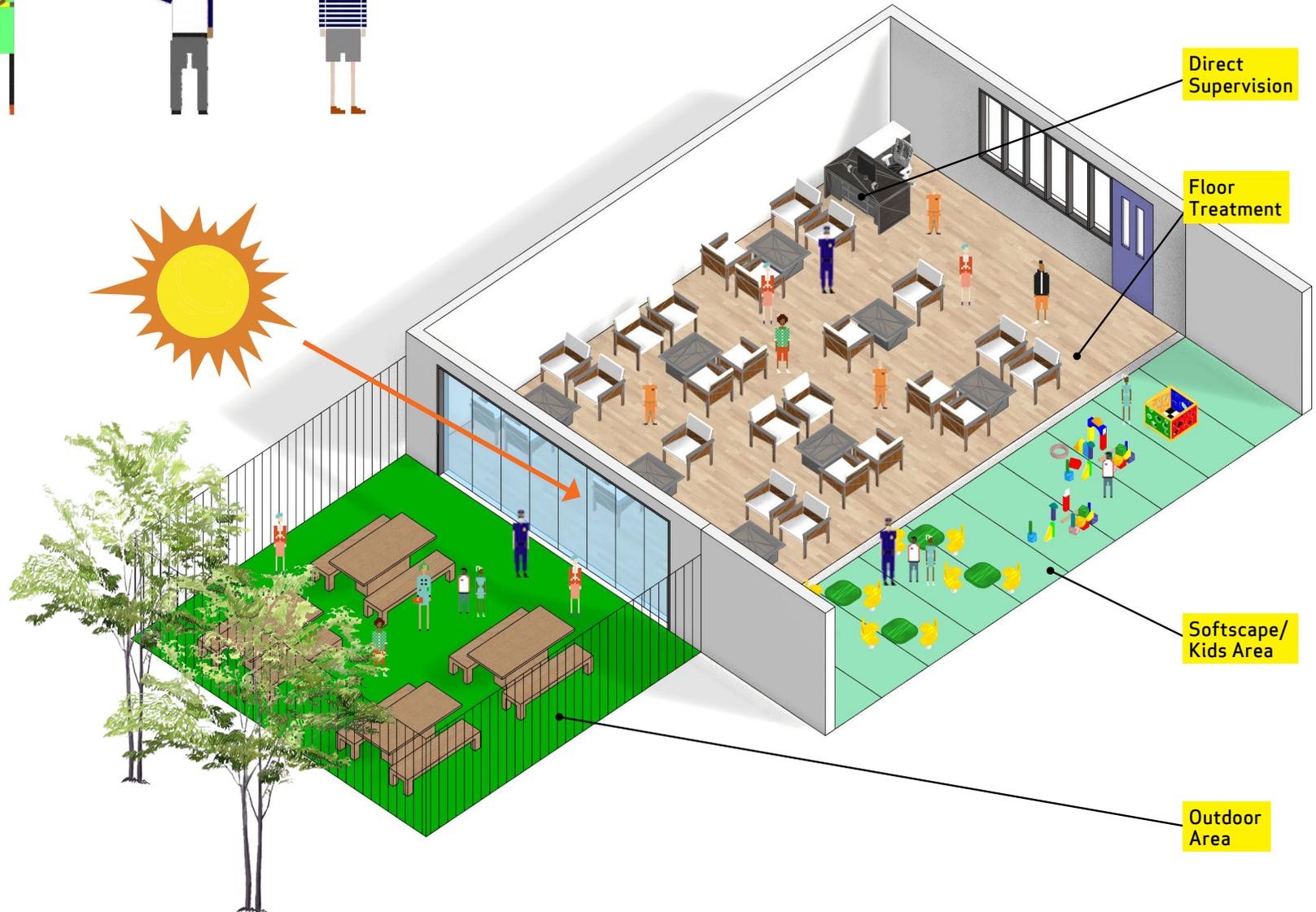
Five organizational, personnel, and aesthetic changes in the processing of information, staff interactions, improvement of furnishings, lighting conditions, access to outdoors, and views would tangibly improve a person's ability to visit someone who has been detained, as well as normalizing the meeting experience itself:

1. Access to information, allowing visitors to know where their loved one or client is, and the ability to schedule visits and meetings online
2. Respectful and supportive interaction with correction officers and staff that involves timely processing and information sharing
3. Well-considered and appropriately furnished waiting areas utilizing comfortable furnishings typical of domestic and work related settings
4. Visitor meeting rooms with a conference room atmosphere with children's areas with toys and soft surfaces; direct supervision to foster constructive communication with officers and staff
5. Access to natural light, air, outdoor spaces, and views



VISITOR EXPERIENCE

- Material & Finish Varieties
- Comfortable Space
- Children's Area
- Daylight & Air
- Outdoor Area
- Views



COMMUNITY CONNECTIONS AND THE CIVIC EXPERIENCE

Jails are often designed to be insulated from the neighborhoods in which they are situated. This isolates people who are detained and makes their re-entry after release more challenging. Workshop participants noted that even when jails are located within a community, the “heavy” structure of the jail building, barbed wire, and perimeter controls make the boundary between jail and community very clear. The imposing external facade can obscure dehumanizing living conditions that are implicitly sanctioned by the criminal justice system. The exterior design reinforces the stigma associated with jails as a “bad place” for “bad people” (see Appendix A). The majority of individuals in New York City jails, however, are people awaiting trial and have not been convicted of a crime. As New York City moves forward on redesigning jails—and more specifically on the closing of Rikers Island—it is time to consider a different paradigm.

In this report, we propose the Justice Hub as an alternate framework to fluidly integrate jails and related services into boroughs and communities. The city has an opportunity and responsibility to make civic institutions available not only

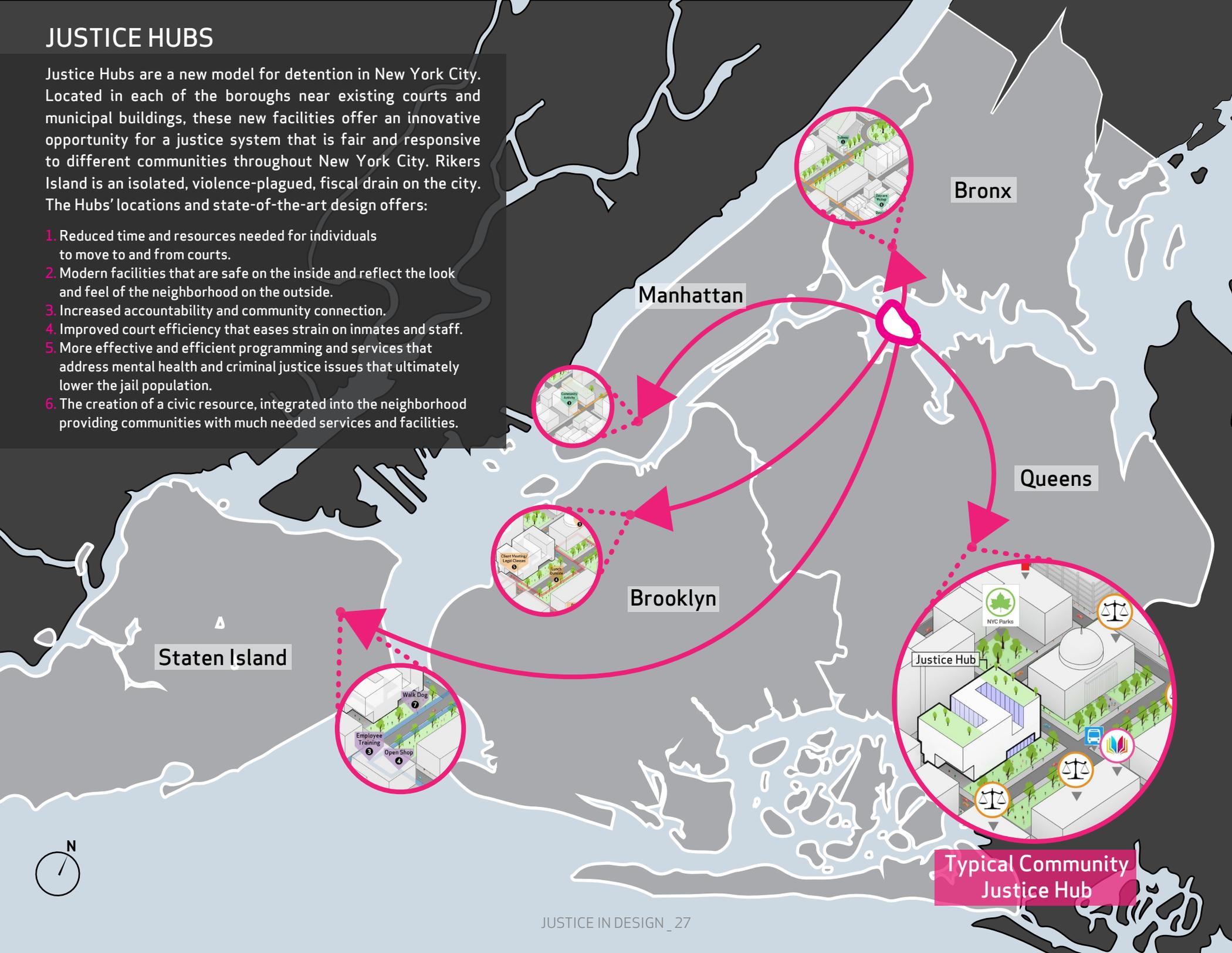
to the residents and workers within their boundaries but to all people, businesses, programs, and constituencies in the surrounding neighborhoods. Through a connected civic identity that expands opportunities for people who are detained or incarcerated and the local communities, Justice Hubs can foster positive change for the entire city.

Within a prototypical urban context, we establish three key elements of the new Justice Hub. The first is the proximity to a court building and other civic services, which enables people who are detained easier access to courts and due process. The second is the relationship between the interior of the Justice Hub and its respectful engagement with the city on the exterior. Finally, these facilities should feature design elements that embody civic ideals and include light, air, views, and outdoor activity spaces for people who are detained—also outlined in the interior diagrams. These same considerations come into play for interior spaces designed for correction officers, staff, and visitors as described earlier in this report.

JUSTICE HUBS

Justice Hubs are a new model for detention in New York City. Located in each of the boroughs near existing courts and municipal buildings, these new facilities offer an innovative opportunity for a justice system that is fair and responsive to different communities throughout New York City. Rikers Island is an isolated, violence-plagued, fiscal drain on the city. The Hubs' locations and state-of-the-art design offers:

1. Reduced time and resources needed for individuals to move to and from courts.
2. Modern facilities that are safe on the inside and reflect the look and feel of the neighborhood on the outside.
3. Increased accountability and community connection.
4. Improved court efficiency that eases strain on inmates and staff.
5. More effective and efficient programming and services that address mental health and criminal justice issues that ultimately lower the jail population.
6. The creation of a civic resource, integrated into the neighborhood providing communities with much needed services and facilities.



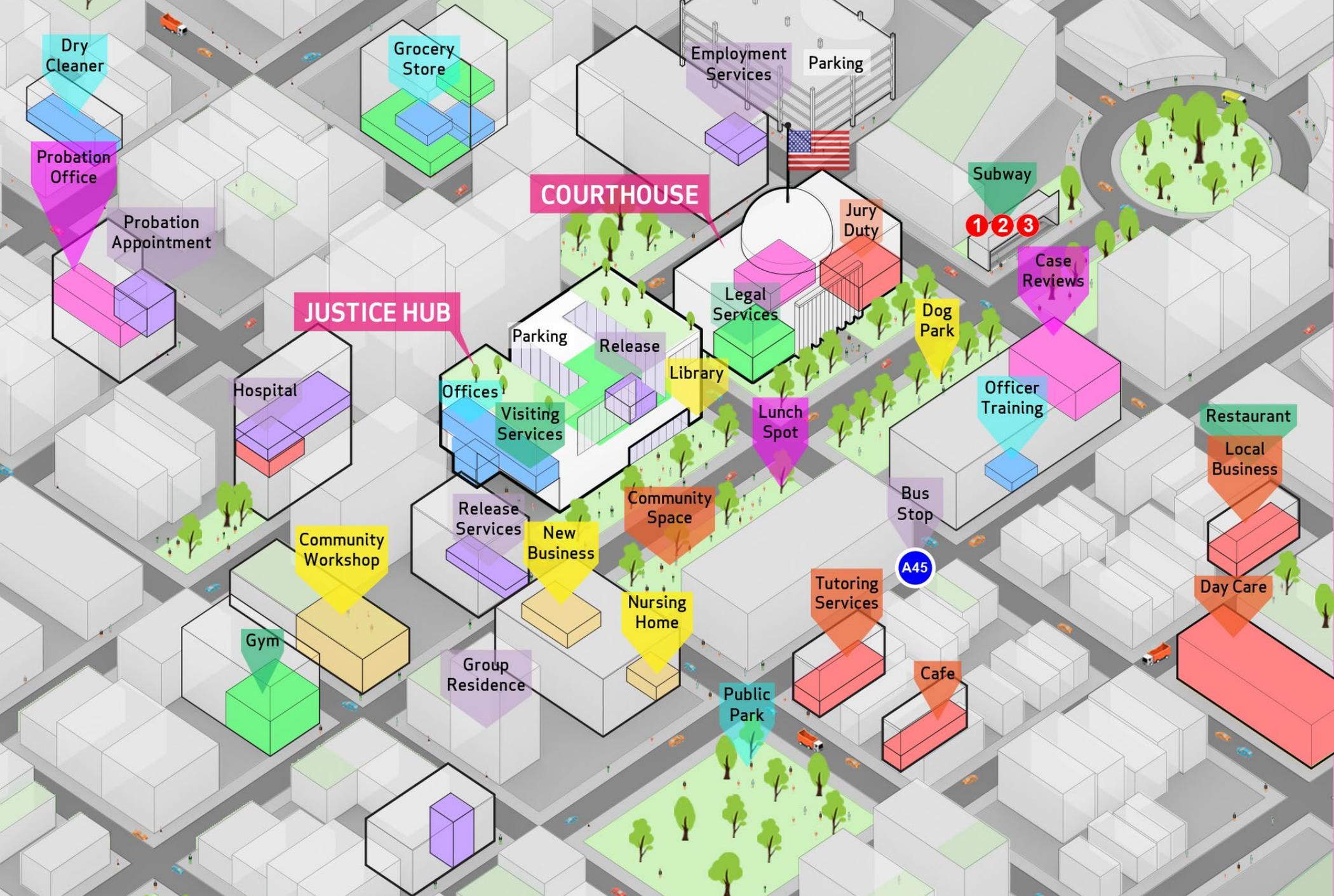


SECTION THROUGH JUSTICE HUB

PROXIMITY TO COURTS AND OTHER CIVIC USES

Elements of jails can be useful and beneficial to local communities, providing jobs and access to families and advocates. Many components of these facilities function best when they are not isolated from each other. Proximity to courts is essential in addressing court delays and ensuring a defendant's right to a speedy trial. Facilities that are near retail spaces, markets, and community gardens promote healthy activities for those to visit and work in jails, and also support local businesses. Some programs such as vocational and job training services, housing application offices, and social services perform better when inhabiting adjacent buildings and neighboring storefronts. By reconnecting jails to the urban context, existing businesses can be leveraged to serve a broader group of people.

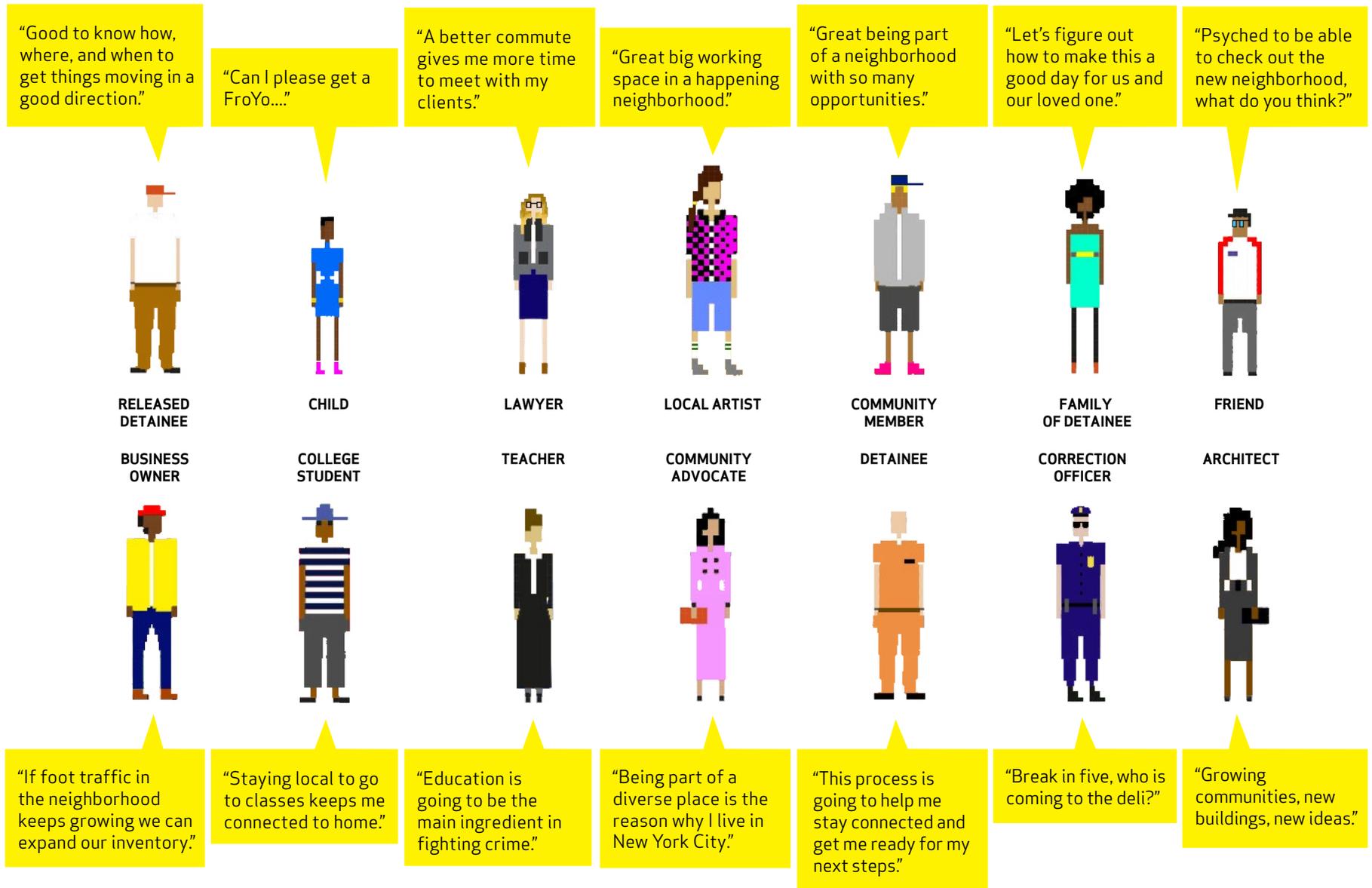
The diagrams that follow identify overlapping programs and people who live or work within these areas. A conventional street and sidewalk typical in many areas of New York City is interpreted through the range of people who belong to a community and their engagement with their surroundings. Our intent builds upon the design guidelines for interiors proposed earlier: the types of existing businesses, civic institutions, industries, service providers, and buildings will influence the potential for siting additional programs and institutions.



The Justice Hub offers a diversity of opportunities in the neighborhood and fosters healthy experiences. Its presence in the community enables a higher standard of local accountability for the criminal justice system. It not only supports a more just and efficient judicial process, but cultivates positive civic identity and understanding.

CITY PEOPLE / DIVERSE NARRATIVES

Communities are defined by a diversity of people utilizing an array of places and programs in the City. The location, programming and services provided at a Justice Hub will benefit detainees, their families, jail staff and the broader community.

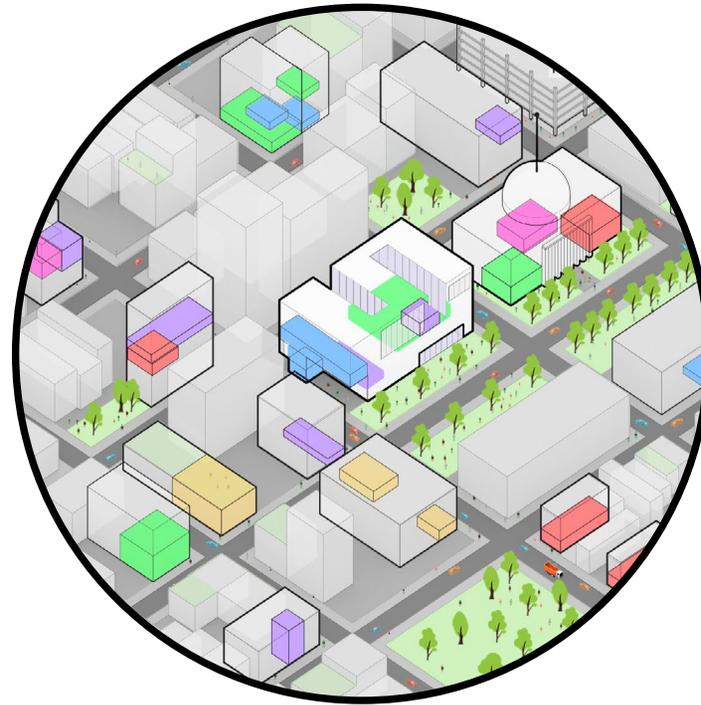


CITY PLACES / COMMUNITY ACTIVITIES

PROGRAM OPPORTUNITIES

Justice Hubs are located in close proximity to courts, allowing for the coordination of court services in a way that supports a more just and efficient judicial process. The flexible design also presents an opportunity for increased civic engagement by offering libraries, public parks, designated parking for staff and visitors, and other amenities for the neighborhood.

1. Community Garden
2. Exercise Spaces
3. Community Meeting Room and Kitchen
4. Re-entry Services Office
5. Free Wi-Fi and Computer Connections
6. Retail Space
7. Medical / Clinic Drop-in
8. Human Resources Administration
9. Workforce 1 Center
10. Department of Motor Vehicles
11. Department of Health
12. Community College / University
13. Vocational and Hard Skills Training Center
14. Housing Application Centers
15. Art Rooms
16. Gallery
17. Picnic Area
18. Dog Run
19. Probation Office
20. Community Court
21. New York Police Department Outreach Office
22. Social Services Office
23. Composting / Green Markets
24. Community Signage
25. Exterior Gathering Spaces
26. Library
27. Retail Spaces



BUILDING DESIGN / CIVIC CONNECTIONS

Creating Justice Hubs with a positive civic presence is critical to connecting building to contexts. The buildings should engage the general public as well as users. Key factors influencing design include:

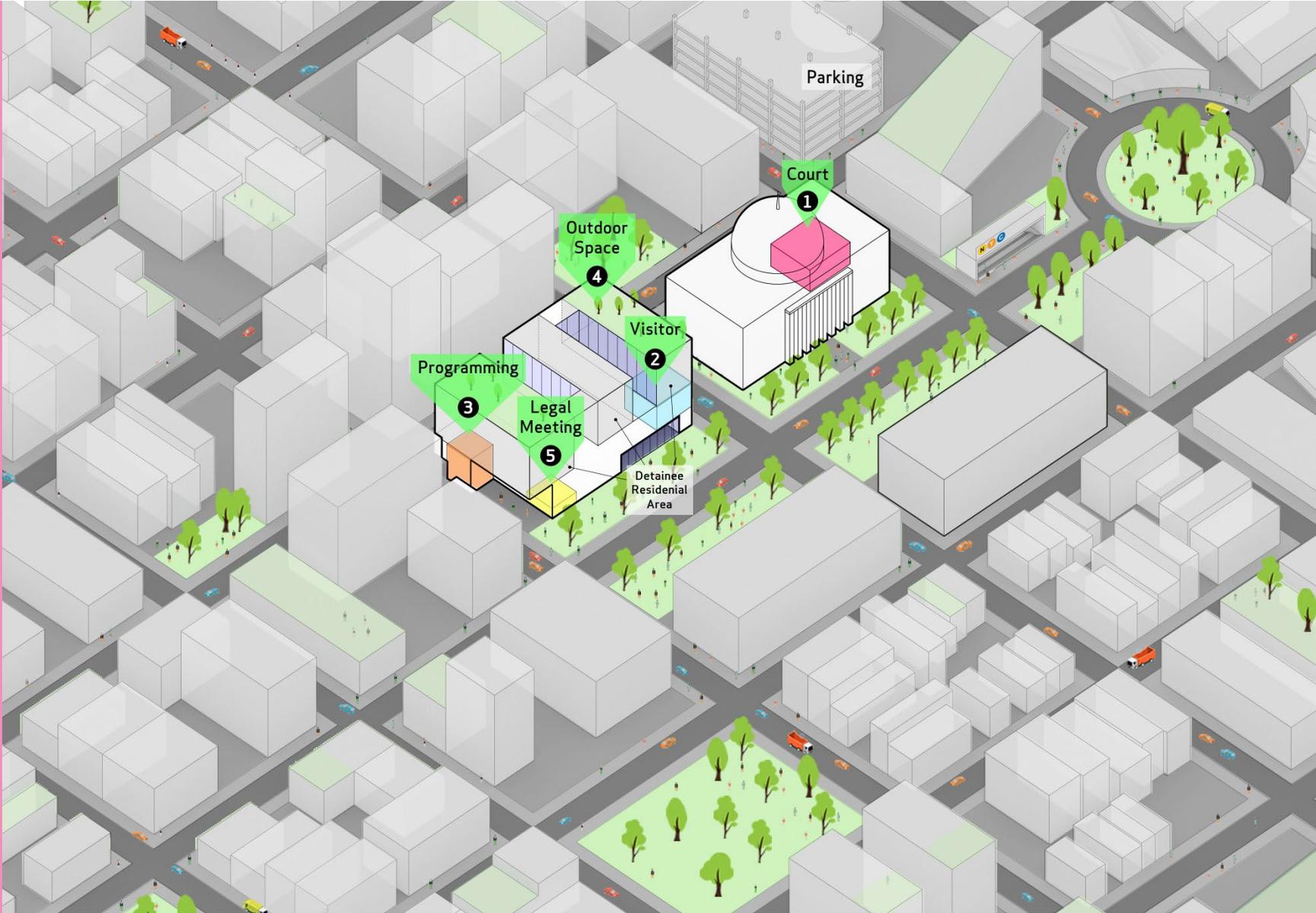
1. Open and inviting entry for all users
2. Building massing, articulation and material use befitting the context and programs
3. Landscape design connecting building to context
4. Sustainability strategies reflecting city initiatives
5. Exterior seating and gathering spaces
6. Appropriate exterior lighting
7. Visitor engagement and street level
8. Proper parking for staff and visitors

DETAINEE

“This process is going to help me stay connected and get me ready for my next steps.”



A **Justice Hub** benefits the detainee by providing a faster judicial process, better access to health services and programming, more frequent access to family visits and legal support, and more calming living spaces.



CITY LIVING: A DAY IN THE LIFE

COMMUNITY MEMBER

“Great being part of a neighborhood with so many opportunities”



A **Justice Hub** benefits community members by offering new programming spaces and public services.

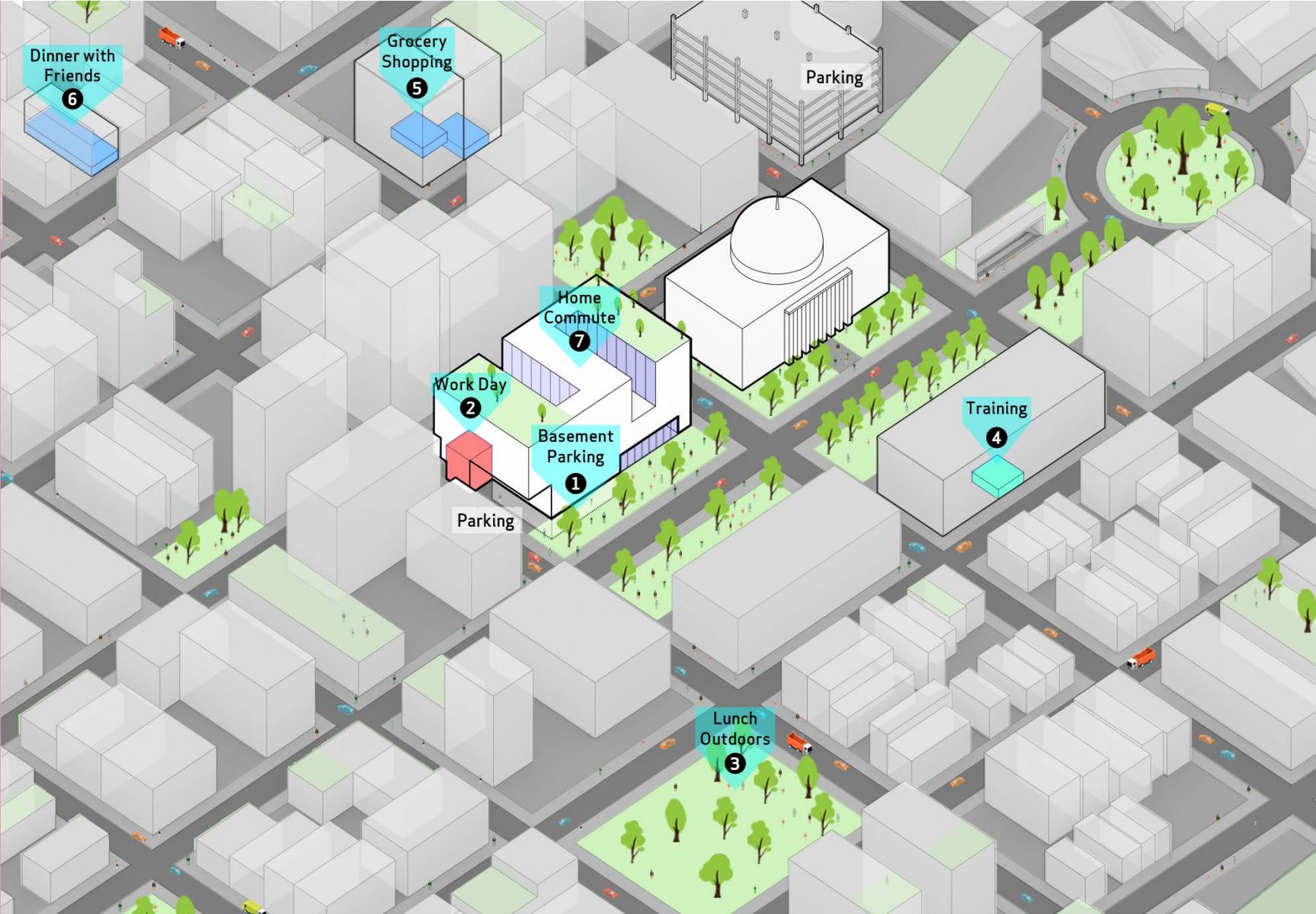


CORRECTION OFFICER

“Break in five, who is coming to the deli and eating outside?”



A **Justice Hub** is more accessible to officers, providing dedicated parking, safer work spaces, and access to local amenities.

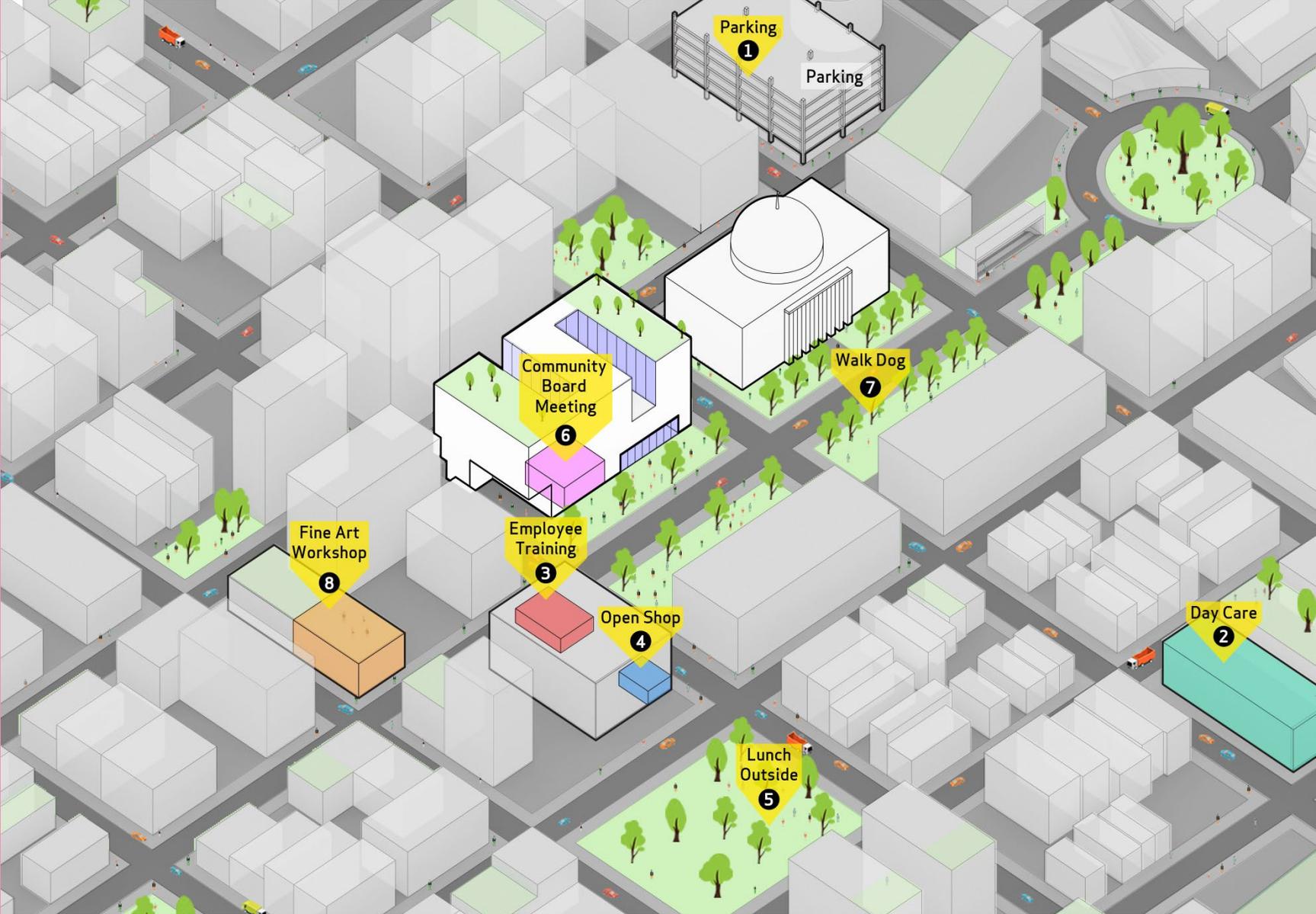


BUSINESS OWNER

“If foot traffic in the neighborhood keeps growing we can expand our inventory”



A **Justice Hub** makes all public infrastructure an integrated part of the community, catalyzing more economic opportunity through the jobs it creates and the new public space it offers. Thereby becoming a benefit to local community members and business owners.



FAMILY OF DETAINEE

“Let’s figure out how to make this a good day for us and our loved one.”



A **Justice Hub** enables family members of detainees and inmates the opportunity to see loved ones without traveling long distances, and creates a safe and friendly environment for visitation.

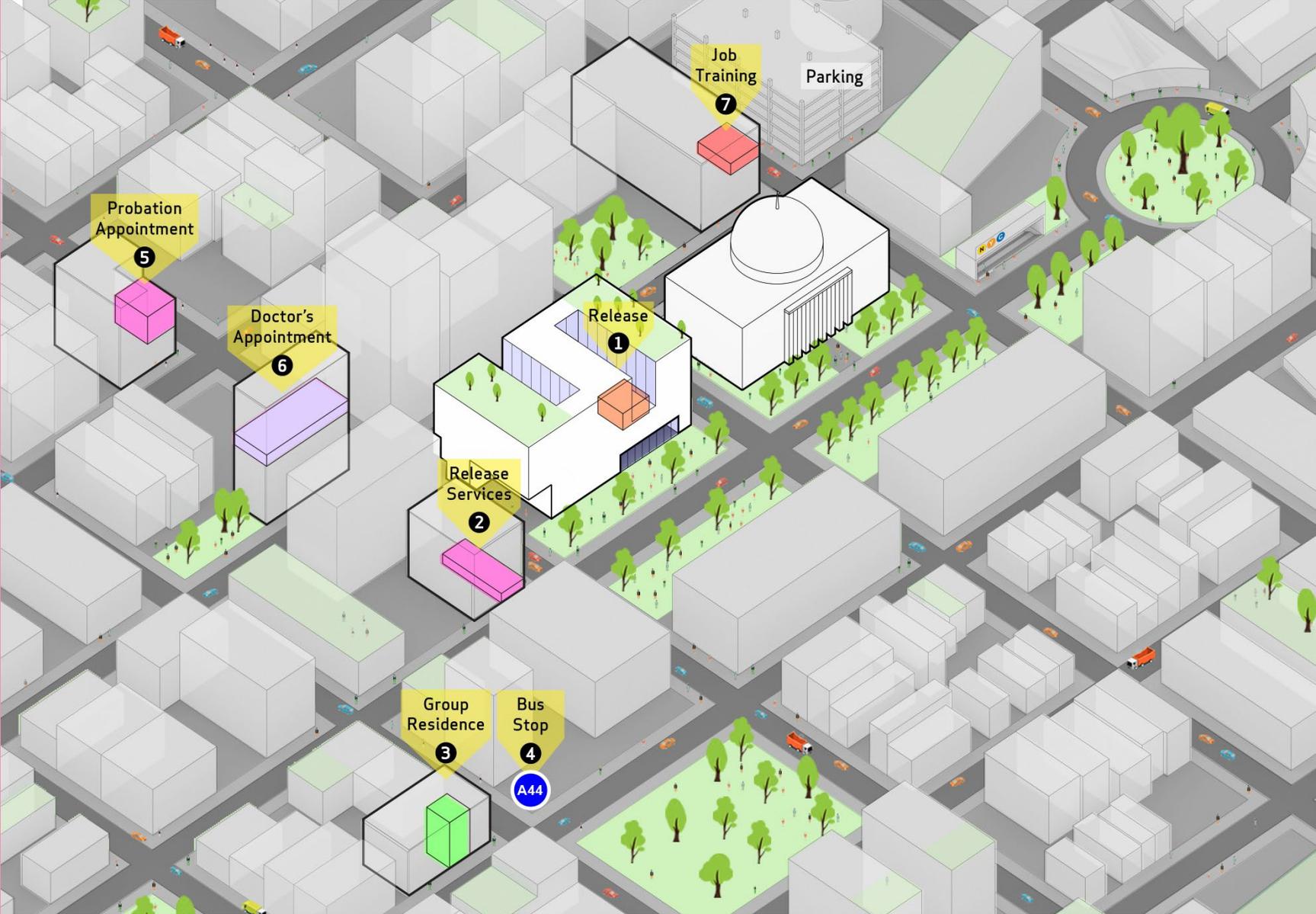


RELEASED DETAINEE

“Good to know the how, where, and when to get things moving in a good direction.”



A **Justice Hub** benefits a released detainee by offering a supportive community and network of services for rehabilitation.

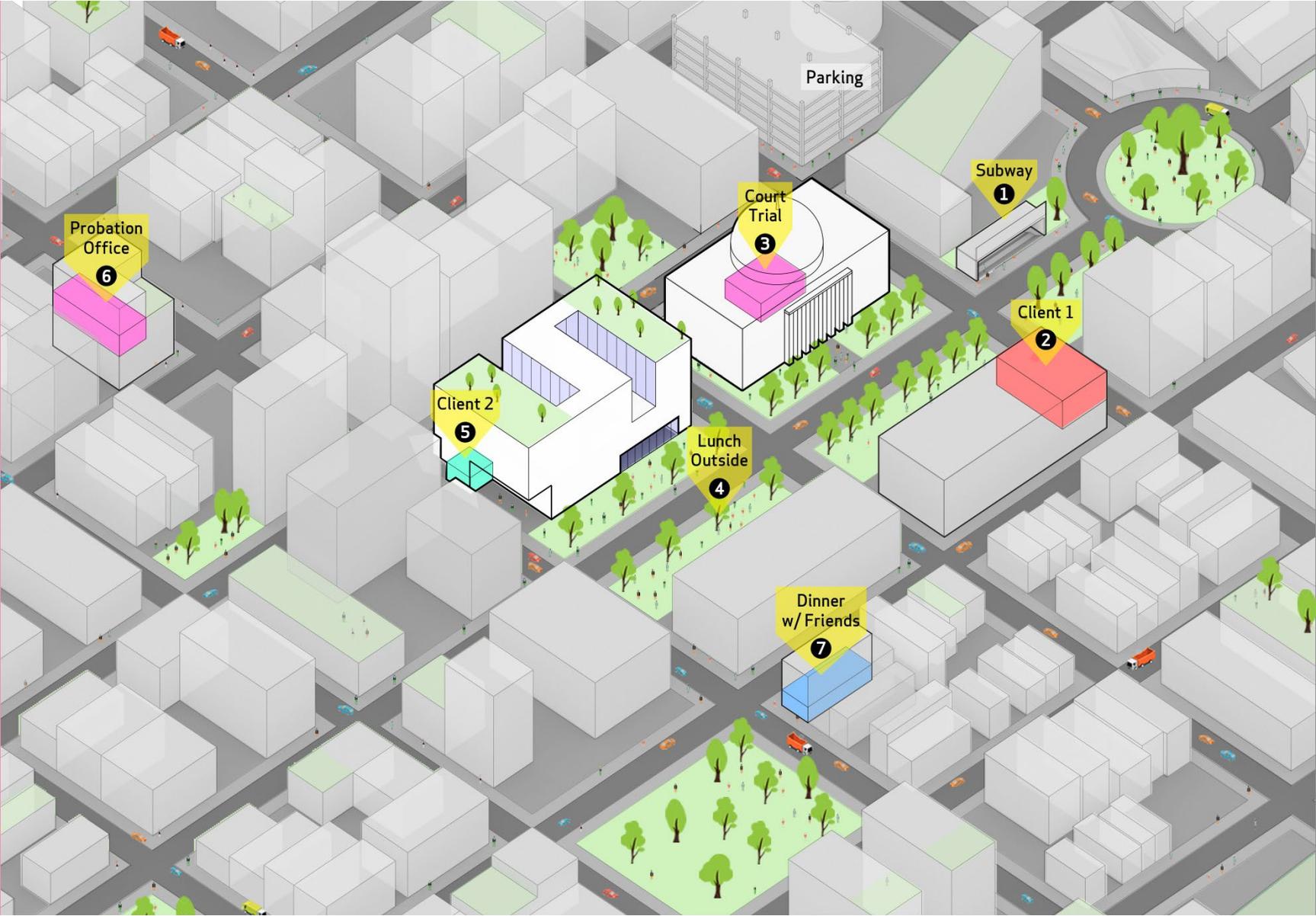


LAWYER

"A better commute gives me so much more time to help my clients."

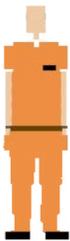


A **Justice Hub** benefits legal professionals by affording more direct and productive access to clients, courts, programs, and activities.



CITY LIVING: A DAY IN THE LIFE

People engage city elements in specific ways and share coincidental connections. Realizing our connectedness can help shape a positive understanding of who we are and how we define New York City.



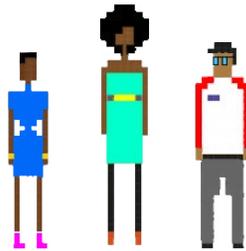
DETAINEE



CORRECTION OFFICER



COMMUNITY MEMBER



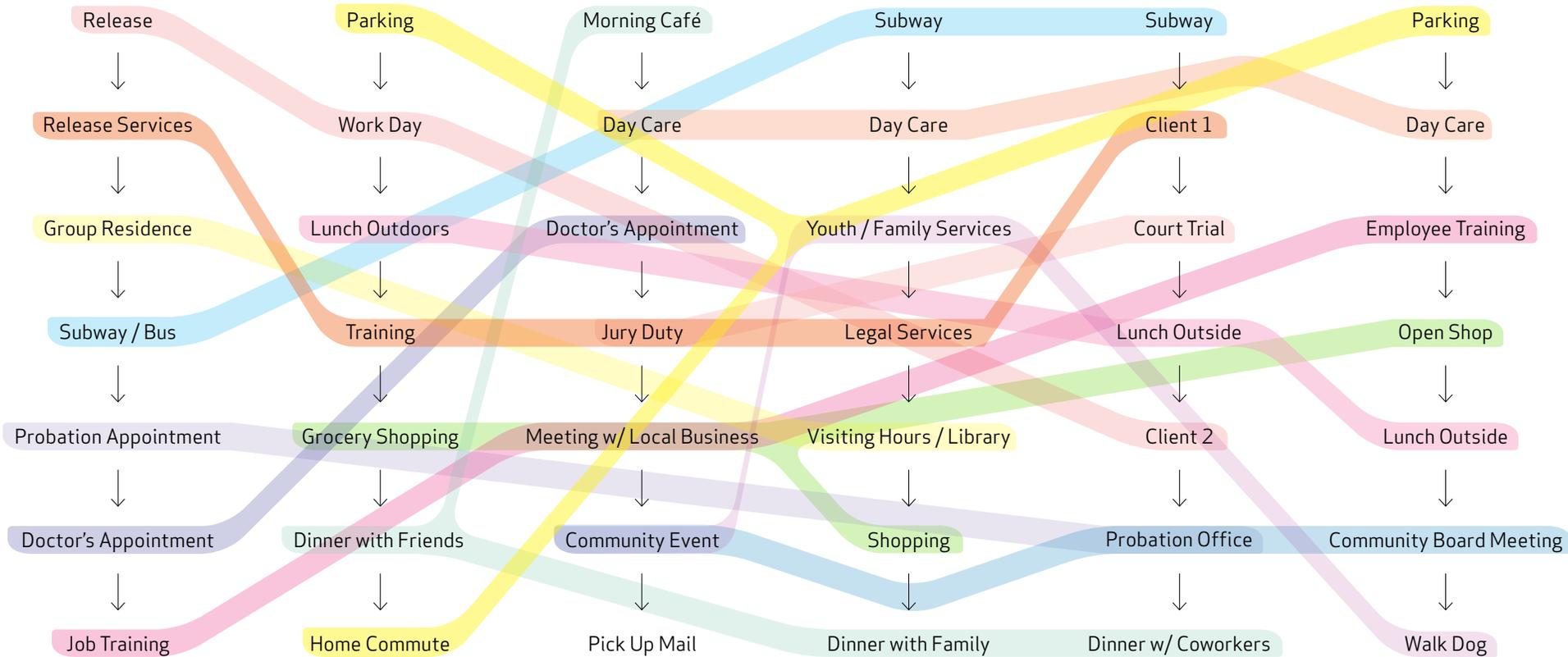
FAMILY OF DETAINEE



LAWYER



BUSINESS OWNER



JUSTICE HUBS: INTERIOR-EXTERIOR RELATIONSHIPS

A single civic entry at street level shared by all who use the building establishes a common threshold for everyone to enter—whether worker, visitor, or the general public using other programs. This powerful and simple idea identifies a building for all users to take advantage of what the Justice Hub has to offer. Diversified programming that includes elements such as a public meeting room, a gallery, and an exterior landscape—examples from a large number of options that can be tailored to fit a community's needs—the Justice Hub embodies ideas of civic spaces and their accessibility to the community.

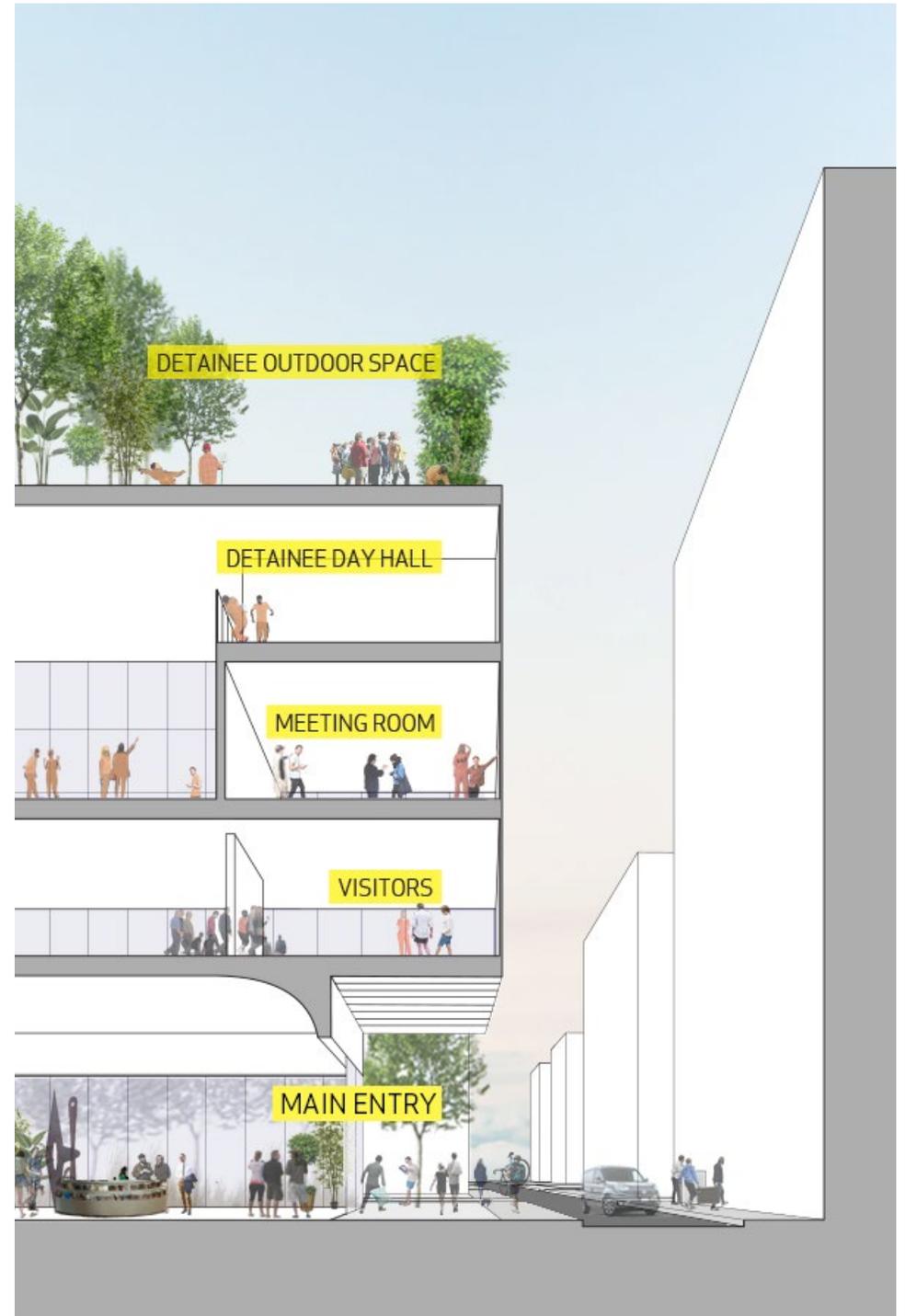
Expanding the services and related programs of jails to include adjacent structures, storefronts, and other neighborhood spaces will make them accessible not only to people formerly incarcerated, detained, and otherwise affected by the criminal justice system, but also to local residents, visitors, and workers. Some of these programs could include probation offices and reentry services, as well as day care, and medical and social service spaces, where all community members can find answers and assistance to pressing needs. By investing

in a public infrastructure rooted in particular programs outside of the main building, the Justice Hub creates a greater connection to the city. In doing so, the jail building and the larger district become a destination for civic services. For example, a parent living or working in the area may bring their child to a drop-off day care center, which may also be used by families requiring day care while visiting friends and loved ones being detained. The program could also be as simple as a deli for prepared foods or a bodega accessible to locals, visitors, and workers in the Justice Hub and the surrounding area.

Integrating retail, hospitality, or open spaces presents opportunities for engaging off-duty staff, visitors, and the greater community. Connecting people through organized and opportunistic programs and spaces will help foster a more constructive relationship among groups in the neighborhoods. The designs can also foster sustainable initiatives such as LEED-certified buildings and green roofs maintained by residents and staff.

JUSTICE HUB IN THE CITY

A building open and inviting to
all with programs to benefit all
aspects of the community

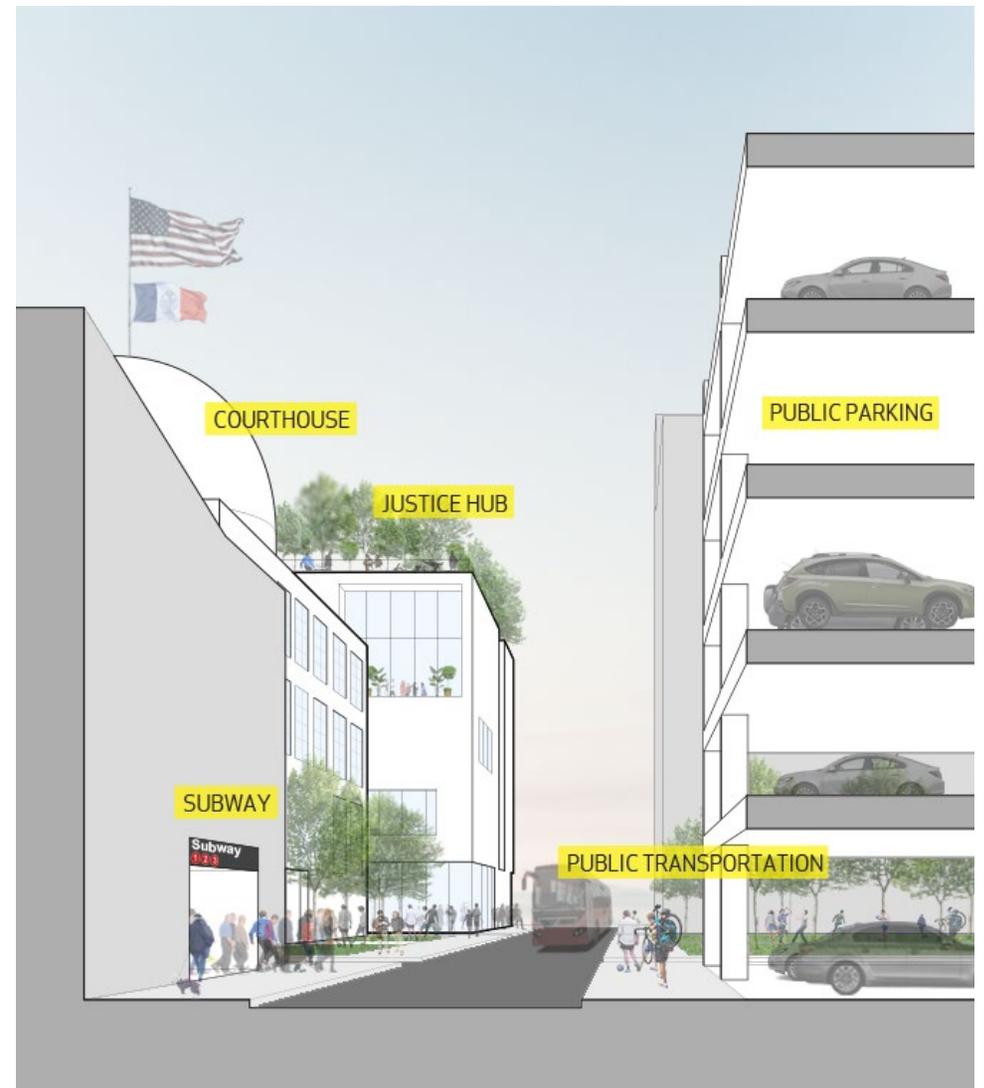


DESIGN THAT EMBODIES CIVIC IDEALS

Lastly, for an institution to be perceived as part of the culture and integral to the identity of the community, the design language of the building itself must embody civic ideals. To do so, the institution and its surroundings must serve existing programs yet remain flexible for future needs, address their context, symbolize a larger ethos and civic identity, and connect with public aspirations. Key components influencing connected civic-identity design decisions include:

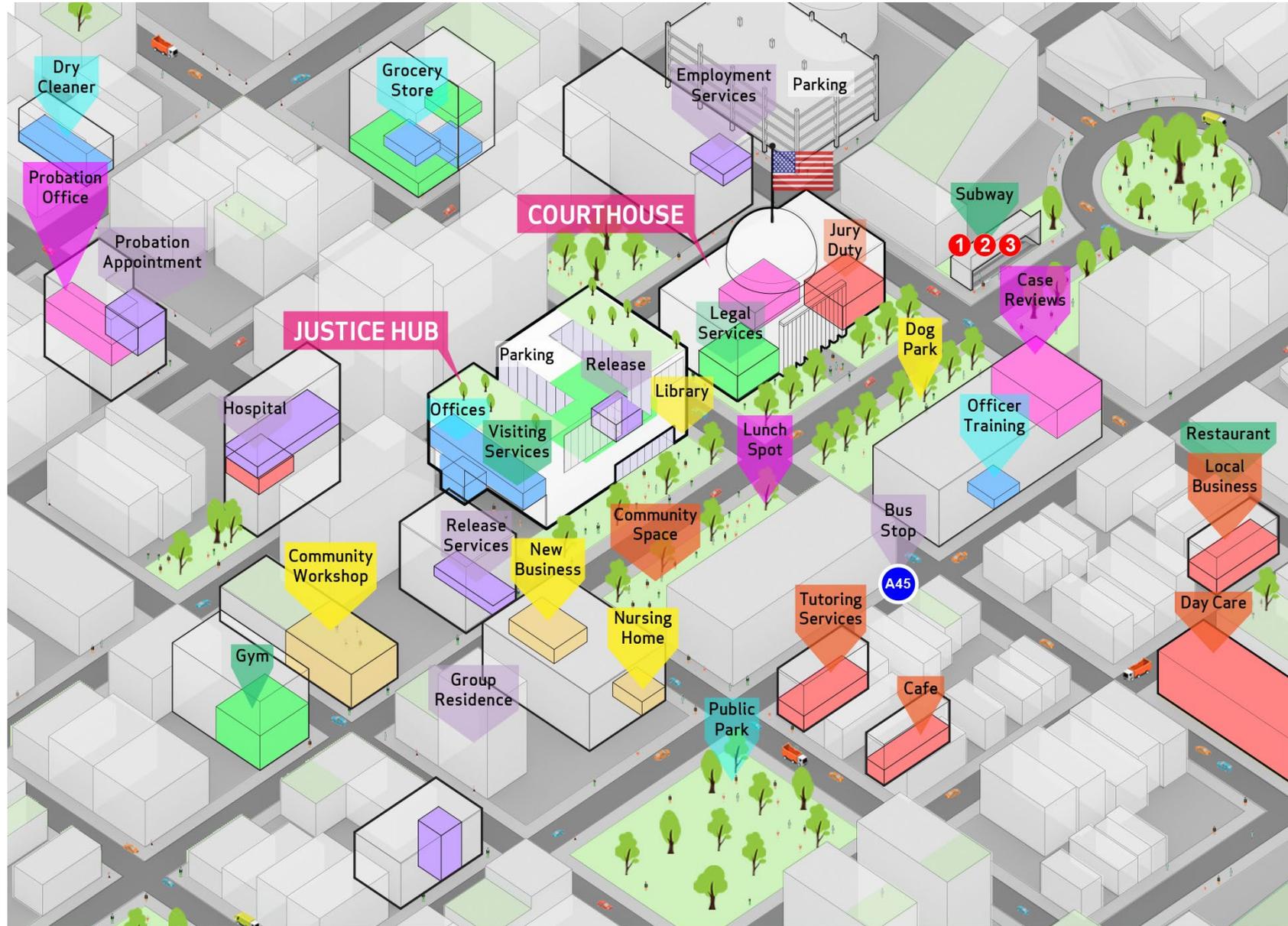
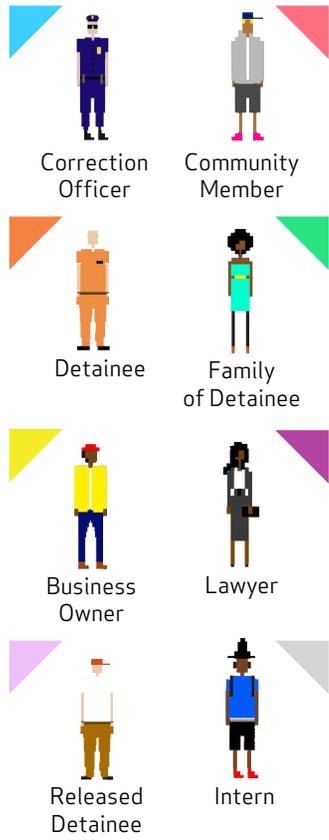
1. Open and inviting entry for all users
2. Building massing, articulation, and materials befitting context and programs
3. Landscape design that connects building to context
4. Sustainability strategies that reflect city initiatives
5. Exterior seating and gathering spaces
6. Adequate exterior lighting
7. Visitor and building staff engagement on the street level
8. Adequate parking for staff and visitors

Justice and the civic sensibility should be at the heart of the design of new jails for New York City. Undertaking such a momentous initiative can elevate the quality and humanity of jails. It can meet the aspirations of a more just city. To succeed, however, the design process must involve those most adversely affected by jails. Engaging people who are detained, correction officers and staff, and community constituencies must be an integral to and a fundamental aspect of the design process.



SECTION INDICATING SUBWAY ENTRANCE, PARKING GARAGE, JUSTICE HUB, AND COURTHOUSE

CITY LIVING / CIVIC CONNECTIONS





CONCLUSION IMPERATIVE FOR CHANGE

“These problems will not be fixed with a fresh coat of paint, new trainings, or even a major facilities overhaul. They run far too deep”

-Judge Lippman and Speaker Mark-Viverito, Op Ed,
New York Times

The Independent Commission on New York City Criminal Justice and Incarceration Reform emphatically recommends the closing of Rikers Island. Our work establishes design principles that respond to the imperative for change in the New York City jail system. Our recommendations are based on an extraordinary series of workshops centered on people affected by the current system (see Appendix A). Our formulation of these design principles also draws from current data and social science research as well as our firsthand tours of New York City jail facilities.

Healthy and constructive living and working conditions can be a catalyst for social and cultural change. However, they are not the only changes required in the New York City jail system. Design—or re-design in some cases—must be connected to larger criminal justice system reforms that would improve the experience of jail and the bail system. These problems, in turn, need to be understood within the structural, socio-political,

and economic challenges that low-income communities have experienced for decades and the persistent segregation, discrimination, and disinvestment that have undermined individual and community health and well-being.

Beginning reform efforts with collaborative, community-based design that is broadly inclusive of people who are detained, correction officers and staff, and community constituencies, and utilizing design principles that foster better communication, respectful interactions, and resource sharing will position New York City to be an international leader in criminal justice and incarceration reform.

As the city moves toward a future with a system of borough-based courts and jails, these new buildings must become an integral part of the city, borough, neighborhood, and civic experience for all New Yorkers. No longer should they stand isolated from the surrounding context. The new buildings should have an active and positive role in the life of communities, by extending programming beyond the structure of the building and through the creation of flexible spaces, and be of service to residents.

THE TEAM

The *Justice in Design* team, a multi-disciplinary group led by NADAAA in collaboration with the Osborne Association, Karen Kubey, Susan Opotow, and Jayne Mooney, is focused on addressing the complex issues inherent in the design of jails and their relationship to a broader urban context. We believe decentralized justice centers can be neighborhood assets that support residents, businesses, visitors, and the people working and living inside.

Dan Gallagher, AIA and Nader Tehrani, principals of **NADAAA**, run a design practice dedicated to bridging design disciplines from landscape to urbanism, architecture to interiors, and industrial design to furniture. With an eye toward integrated thinking, NADAAA enters the discourse of technology, aesthetics, and building as part of a holistic process. Led by principals Dan Gallagher, Katherine Faulkner, and Nader Tehrani, Dean of the Irwin S. Chanin School of Architecture at the Cooper Union, NADAAA's design methodology is built on research, analysis, and iteration, with a particular focus on progressive and innovative solutions to complex problems.

Susan Gottesfeld, executive vice president of the Osborne Association, oversees the organization's Rikers-based services. The **Osborne Association** is one of the country's largest and most effective non-profit organizations serving individuals and families affected by crime and incarceration. Osborne not only serves people involved in the criminal justice system, the majority of Osborne staff have personal experience with courtrooms, jails, and prisons.

Karen Kubey is an urbanist specializing in housing and health. Her recent project partners include the New York City Department of Health and Mental Hygiene and the New York City Housing Authority. Trained as an architect at the University of California, Berkeley, and Columbia University, Karen co-founded both the Architecture for Humanity New York chapter (now Open Architecture/ New York) and New Housing New York, and was the first executive director of the Institute for Public Architecture.

Susan Opotow, professor in the Sociology Department at **John Jay College of Criminal Justice** and in the PhD program in Critical Social/ Personality Psychology at **The Graduate Center, City University of New York**, is a social and environmental psychologist. Her research focuses on the psychology of conflict and justice, specifically exclusionary and inclusionary change and its effect on the well-being of marginalized groups and the larger society.

Jayne Mooney, associate professor in the Sociology Department at **John Jay College of Criminal Justice** and in the PhD programs in Sociology, Criminal Justice, and Women's Studies at **The Graduate Center, City University of New York**, is a sociologist and criminologist with extensive experience in crime policy and research.

ACKNOWLEDGMENTS

The team was greatly assisted by the work of Ergys Hoxha, Alex Diaz, and Nicole Sakr of NADAAA and Friederike Windel, a doctoral student in the PhD Program in Critical Social/Personality Psychology at the The Graduate Center, City University of New York. We are indebted to them for their hard work and dedication to the project. We also acknowledge the assistance of Waheeda Sohan and Darrin Brown from the Osborne Association, who helped facilitate workshops. Lisa Tsang, Maryaca Lopez, Jeff Hyman, and Brett Firfer from Ricci Greene Associates attended workshops and shared critical knowledge and experiences. We are grateful for the contributions that each of these professionals made to this important project.

We are grateful to have met with John Jay College Distinguished Lecturer Martin Horn, Executive Director of the New York State Sentencing Commission and former Commissioner of the New York City Department of Correction. Our work was also informed by the wisdom of three former New York City Department of Correction Officers, Wayne Lamott, Kevin Johnson, and Thomas Summers, who generously provided essential perspectives. We were fortunate to have had two constructive meetings with Ricci Greene Associates, architects with experience in programming, planning, and design of justice facilities. Associates from Ricci Greene also joined us at the workshops.

All workshop photos taken by Cameron Blaylock.

WE DON'T
KNOW WHAT
FOREVER
IS



Perceptions of Jails

What is your perception of the experience jail has on an individual?

Inside <ul style="list-style-type: none">dehumanizingdesigned to break youAbusivemakes you highly dependent (ask for basic needs)disrespectfulunsanitary	Outside <ul style="list-style-type: none">Lack of employmentLack of opportunityNO directionsystem expects you to fail	Working in/visiting <ul style="list-style-type: none">Full body searchdehumanizingLOSS of support because family treat like criminalSexual Abuse
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What design features contribute to this?

- cells (cages)
- metal ring (toilets)
- basic needs are not met
- parole walls

What design opportunities could make the experience better?

- modesty screen
- improve toilets
- single occupancy cells
- more space
- educational programs
- NO cut-off age
- programming

APPENDIX A WORKSHOPS

During February and March 2017, the *Justice in Design* multidisciplinary team, working collaboratively with Van Alen Institute staff, conducted workshops in the Bronx, Brooklyn, and Queens. The workshops aimed to inform our understanding of people's experience of jails and the impact that decentralized, borough-based jails could have on the well-being of people living and working in them and on surrounding communities.

These workshops created the foundation for our understanding of the issues and opportunities prioritized by individuals and groups affected by the criminal justice system. The content of the workshops focused on emotional experiences and effects of the criminal justice system and jails, using large charts to organize ideas and thoughts at each table. The goal was not simply to record feelings and histories but to suggest changes in spaces and protocols to

create healthier experiences for everyone. The results of the workshops and the guiding principles that arose from them are outlined below.

Team members assigned participants to tables of five-to-eight people upon arrival and facilitated discussions at each table. Forty-one participants attended the workshops in the Bronx, 34 in Brooklyn, and 18 in Queens. Participants were extraordinarily diverse in race and ethnicity, gender, age, educational attainment, and socioeconomic status. They comprised people who had been detained at Rikers Island, workers at Rikers and other New York City jails, visitors to those detained in jails, and people who have never visited a jail or prison. Organizations represented included the Osborne Association, Bronx Connect, JustLeadershipUSA, the Fortune Society, CASES, Friends of Island Academy, the Mayor's Office, and local council members' offices.

FINDINGS

This report on workshop findings is gleaned from two main sources: flip charts collaboratively created at each table and notes taken during the table's discussions by a designated note-taker.

COMMUNITY

The multivalent interpretation of “community” among participants reflected their socio-economic diversity. All participants, however, understood community as being a valuable concept for thinking about people's lives. They noted that all people in jails—people who are detained, officers, and staff—come from particular communities and will return to those communities, some during their daily lives and others in the future. They describe communities as complex, extending beyond the jail's perimeter, encompassing the larger neighborhood, its homes, shops, transportation, services, and civic and cultural institutions.

NEGATIVE IMPACT OF DETENTION ON WELLBEING

Our workshops asked attendees to describe the experience of jail for a person who is detained. This evoked strong reactions that centered on four negative aspects of incarceration in jail. We summarize ideas that participants at each table wrote on flip charts.

Crowding, Noise, and Lack of Privacy

Jail is a very dark place. Sounds are very important. Noise, smell, concrete. When you're out of jail, you still hear the sounds. Insanity. Degrading, unpredictable, grim, cramped. Traumatizing. Shabby. Scary. Unfit for a human. Caged humans. Bars, barbed wire, industrial. Bugs, rodents, storms.

Lack of Agency and Disorientation

When you get there for the first time, you don't know what to expect or where you are. When you're new to Rikers, it wears on you. You can be placed in a cell with someone who is incredibly sick or diseased, and you can't do anything about it. You wait in the cold, with hardly anything on. You suffer from starvation because the food is so terrible. It's a labyrinth. Not hygienic: filthy. Missing hot water, clean toilets, toilet seats, privacy, and separate sinks.

Surveillance and Oppressive Social Control ¹

Jails are an isolating and stigmatizing environment. Jails are invisible to the public. Jail should be rehabilitative, not just punitive. There is a need to have a court function inside the jails. Video conferencing is very limited right now. There is a need to have access to information or a lawyer who can answer questions and put persons at ease. The same environment is affecting everyone badly.

¹ Formerly detained people at the workshops spoke of oppressive and racially discriminatory policing in their neighborhoods that left them vulnerable to arrest.

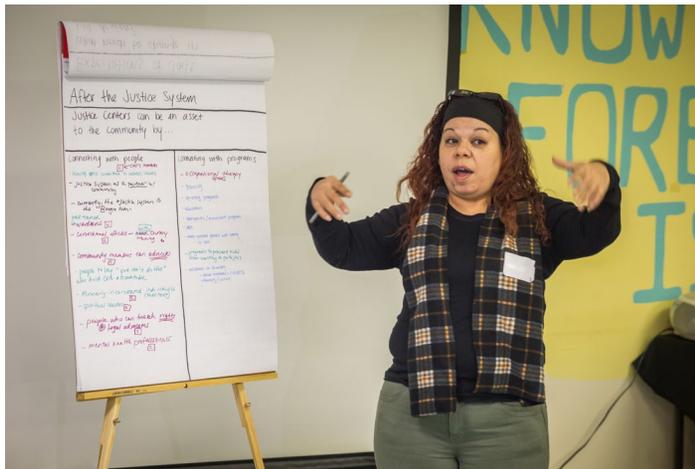
Violent Structures and Relationships

Massive, uncontrolled violence: inmate vs. inmate, staff vs. inmate, staff vs. staff. Women fear the officers because of rape, sexual exploitation, and exchange of sexual favors for drugs. People are put in compartments on buses like animals. When we make court appearances, we're shackled even though we haven't been convicted of any crime. The culture is "us and them." You need to change the culture from the top down; you can't just change the physical structures. Non-violent people are made violent by the jail experience. "It's designed to break your soul and spirit. Everyone expects you to come back to jail!"

In the workshops, these conceptions of jails and the experience of detention emerged from the realization

that jails like Rikers, situated as an isolated penal colony, are remote from the home communities of those who are detained, visitors, and the people who work there.

Even when jails are situated in the heart of the city, such as Brooklyn House of Detention, participants describe a sharp boundary between the jail and the community. This arises, they note, from the structure of the jail itself, its surrounding barbed wire, its imposing windowless exterior, its lack of windows to view inside, and how the perimeter is patrolled. Remote and out-of-sight jails increase the risk of violence, dehumanizing conditions, and a culture of morally rationalized exclusion. The suffering that ensues from these conditions is inconsistent with the respect for human dignity broadly shared by New Yorkers.



PERCEPTIONS OF JAILS

Notes from group discussions offer insights into the relationship between jails and communities. In Brooklyn, participants walked to Brooklyn House of Detention; their discussion reflects how perception of the facility can influence a community's perceptions of the people inside. Participants described Brooklyn House of Detention as having a "heavy shape" and "hard materials" that "impose power."

They described the jail as a fortress, which undermined a sense of connection between the jail and the community. How passersby viewed the building echoed characterizations of the institution, the criminal justice system, and generalizations about the people inside: They used words like ignorance, stigma, fear, alienation, dehumanization, and inequality.

A summary of participants' comments:

IGNORANCE:

"The illusion of windows outside make us think we understand what's happening inside, but really we know nothing."

"The marble facades hide what the building really is."

"Jail is hidden by street-level architecture; it serves the desire of the community for the jail to be hidden."

STEREOTYPES, STIGMA, AND FEAR:

"The building gives the impression of 'bad people' being inside. They pre-judge the occupants."

"The building gives the feeling that the neighborhood needs to be protected from the people inside."

"It's very scary for the people inside! And scary for those outside."

"It feels like a fortress—not a place to go near."

"The public is given the perception that the detainees are guilty, just from the alienating feeling of the building."

ALIENATION AND DEHUMANIZATION:

"The building is dehumanizing. It steals the public's humanity by failing to represent those detained inside; it abets oppression."

"The public should be able to see the faces of the people who have been sentenced by them—the people of NY!"

JAILS HIGHLIGHT INEQUALITY:

"Developments around the jail go up, while the lives inside go down."

"There is injustice to everything around the building being beautiful. A luxury hotel across the street has hammocks in its windows, but inside the jail is ugly. That inequality is further punishment."

THE POSSIBILITY OF CONNECTING:

"I want to see inside and to be seen. The people detained in the jail are members of the community. They are not different from us. The fact that they are isolated from the community is an injustice in itself."

RE-IMAGINING JAILS

Asked how the experience of jails could be better, participants described a wide variety of ideas. Three main categories emerged:

Attractive and clean spaces

- Reducing the size of jails
- Having a choice between common and private space
- Using colors and natural materials that have a feeling of warmth
- Temperature control² within jail (excessive heat and cold have killed people)³
- Reconceptualizing the potential of a jail as a campus with multi-use and peacemaking space
- Safe and clean housing after release—not shelters

Improvement of standards for resources and services

- Efficient transportation for people who are detained and visitors (for example, bus stops nearby)
- Education and vocational training such as high-school equivalency or college, job-readiness training, hard-skills training, expansion of opportunities
- Medical and behavioral health services such as substance abuse treatment, supportive housing, access to social services, and crisis intervention

- Modesty screens for toilets, showers, and medical exam and treatment areas
- Easy access to basic necessities such as toilet paper, feminine hygiene products, toothbrush and toothpaste, soap, adequate and seasonally appropriate clothing, and bedding
- Phone calls with ease of access and privacy
- Services for specific communities such as foreign-language speakers, people with disabilities, differing gender identities, and LGBTQ persons
- Preventative and supportive mental health services and centers
- Confidential trauma-informed program spaces for counseling assessment, discharge planning, and therapeutic services

Respectful relationships

- Mutually respectful relationships between officers and staff, and people who are detained
- Presumption of innocence
- Streamlined and considerate visitor procedures to create a welcoming, child-sensitive, and trauma-informed environment
- Decarceration considered as a process that involves the community, begins immediately upon detention, constantly seeks opportunities for release, and continues afterward

² Lack of air-conditioned spaces in the summer as well as overheated and extremely cold temperatures present health risks, particularly for vulnerable populations like the elderly, sick, and people taking psychotropic medications. Uncomfortable temperatures disrupt program services, deterring participation and making concentration impossible, as well as increasing tension and lowering frustration-tolerance of everyone inside.

³ Jerome Murdough died in a cell on Rikers Island on February 15, 2014 from excessive heat above 100 degrees. <https://www.nytimes.com/2014/03/21/nyregion/mayor-de-blasio-calls-inmates-death-troubling-amid-push-for-reform-at-rikers.html>

TOWARD COMMUNITY-CONNECTED JAILS

Workshop participants expressed a shared desire to eliminate bail, reduce the size of jails, and end the present culture of violence. A Queens participant described the justice system as “a machine that consumes lives.” But she also insisted that “the justice system can provide a gathering place to create communities of support, solve problems, and learn about the environment.” Other participants described jails and the justice system as “part of and a partner with the community,” and emphasized that this partnership can “bring about change and a sense of hope.”

Participants generated ideas about alternatives to Rikers Island. Their comments can be summarized in three alternative conceptions of urban jails: justice hubs, community correction centers, and inside-out models. Each would build a closer relationship between jails and communities where they are located, and bring resources to those detained as well as to the immediate and broader community.

1. Justice Hubs are community-based initiatives that include jails; social, psychological, legal, and health-care services; and resources to gain access to affordable housing. Such protective and proactive functions could assist New York City’s vulnerable people, who might otherwise get caught up in the justice system. These Justice Hubs expand the potential of re-imagined jail buildings by including preventative and re-entry services or having them nearby.
2. Community correction centers are facilities that include both jails and courthouses. They offer opportunities to integrate services and streamline processes. Modern and secure jails can be adjacent to or combined with courthouses. In New York City, each of the five boroughs could have a correction center located within the lively neighborhoods in which courthouses are typically situated, where many services would be available. They would be good places for correction staff to work, with easier access to amenities, more chances to get outside, and closer proximity for visitors. These centers would situate jails within an integrated criminal justice system with a closer connection to the city.
3. An inside-out model encompasses initiatives that involve sharing spaces and resources between jails and communities. Sharing could occur either at alternative times or promote contact and build relationships between people in the jail system and the community. Ideas for sharing include college and skills-training courses, art studios and galleries, cultural events, libraries, mental-health services, legal assistance, office and gathering spaces, access to technology, food programs (food pantries, farmers markets), benefits centers (Human Resources Administration offices), and youth and senior centers. Participants expressed eagerness to engage in such creative initiatives.

MOVING FORWARD: PROCESSES AND PRINCIPLES FOR JAIL DESIGN

Short- and Long-Term Change Needed

The responses generated by the workshops suggest the importance of both short- and long-term change. Short-term change should address violent relationships; provide clean and well-maintained physical space with privacy and safety; include welcoming visiting areas and easy transportation to court; and incorporate confidential spaces for meeting with lawyers and advocates, discharge planning staff, and therapeutic service providers. These design changes would ameliorate some of the onerous day-to-day problems experienced by people who are detained. However, short-term changes must pave the way for long-term changes, which are essential for the jail system to be transformed.

The problems of New York City's jails and its justice system have to be placed within the context of structural, socio-political, and economic changes needed to address problems that have plagued low-income communities for many decades. The persistence of segregation, discrimination, and disinvestment undermines individual and community health and well-being. As one participant stated, "Rikers is the Band-Aid for the country's failure to deal with the historical legacy of racism."

Community Inclusion

Extraordinarily diverse groups participated in the *Justice in Design* workshops, whose voices have been excluded

from these processes in the past, as well as people with firsthand experience of New York City's jails and their effect on communities. This contributed to exceptionally rich and candid exchanges.

Participants shared intimate details about violence, harm, disappointment, and remorse rarely discussed in public forums. These frank and important discussions direct attention to the normalization of exclusionary attitudes, practices, policies, and outcomes in the city's jails—ironically, ignoring the violent effects of institutions charged with public safety.

The mutual engagement and sense of community that emerged during the workshops—as well as during the More Just NYC community round-tables—makes clear that those most negatively affected by the city's architecturally and procedurally archaic jails want to and should be actively involved in planning new community-connected jails to replace Rikers Island, as well as to envision plans for the island itself.

These are communities with the deepest and most grounded knowledge of the correction system; they understand the social and environmental factors connected with wrongdoing, and they understand through firsthand experience the damaging outcomes of detainment for individuals and communities.⁴ Plans for moving forward should take advantage of their wisdom.

⁴ The former Bayview Correction Facility, a women's prison across from Chelsea Piers in Manhattan, is being transformed into The Women's Building, which will offer office space and serve as a global hub for people and organizations advocating for women and children. In 2014, Bayview had the **highest rate of staff sexual abuse in the country**. Formerly incarcerated people are now part of planning the Women's Center, and some former detainees will be part of the demolition team.



ALL WAYS JUNCTION

ALL LINES CONNECT



APPENDIX B VALUES

The team listed the core values that would govern our process and outcomes.

We are committed to processes that:

- are attentive to the issues, concerns, and needs of multiple stakeholders, including those who live, work, and visit jails
- are attentive to accessibility and safety
- are inclusive in all aspects, in particular communication and planning
- are consistent with ethical principles of our field

We are committed to outcomes that are attentive to people, communities, and the shared environment and that:

- foster the well-being of people living, working, and visiting these institutions, including their physical and mental health
- reduce violence and improve outcomes
- accommodate a wide variety of programmatic activities
- permit residents' contact with nature (visually, sensorily, and other ways)

- allow flexibility for future modifications
- foster constructive connections between the institution of the jail and its context
- provide a secure interface between the jail and the larger community, while also encouraging mutually-productive programmatic contacts between those inside and outside
- attend to the role of the built environment in fostering caring and respectful orientations toward others
- by visible example, teach those who live, work, visit, or are neighbors to a jail about sustainable, efficient, and aesthetically beautiful design

These values align with the New York City Department of Design and Construction Design and Construction Excellence 2.0 Principles of "equity, sustainability, resilience and design for healthy living."⁵ We are also working under the Architects/ Designers/ Planners for Social Responsibility (ADPSR) proposed amendment to the American Institute of Architects Ethics Code: Architecture and Human Rights.⁶

⁵ <http://www1.nyc.gov/assets/ddc/downloads/DDC-Guiding-Principles-2016.pdf>

⁶ Proposed rule: "Members shall not design spaces intended for execution or for torture or other cruel, inhuman, or degrading treatment or punishment, including prolonged solitary confinement." https://dk-media.s3.amazonaws.com/AA/AP/adpsr-org/downloads/283418/AIA_Ethics_Amendment_Fact_Sheet.pdf

APPENDIX C RELATED WORK

RELATED WORK

Justice in Design team members also attended round-table discussions organized by the Independent Commission. These town hall-style events allowed individuals to speak to the larger group, with panelists adding specifics and making suggestions. In addition, the *Justice in Design* team toured two jails: the Brooklyn House of Detention and the Rose M. Singer Center on Rikers Island. Both illuminated issues raised in workshops as well as firsthand experiences of individuals living, working, and visiting these institutions.

Two additional meetings were held with liaisons from the Independent Commission. The first included family members

of people who were detained. They described their experience of visiting loved ones in jail. At the second meeting, liaisons from the Independent Commission helpfully reviewed and discussed our work mid-project.

Beyond the workshops and discussions, several members of the *Justice in Design* team have research, scholarship, and program-service delivery experience in jails. We leveraged this knowledge as we discussed conditions in New York City, examples of jails in other cities, and how innovative and successful models promote better communication, respect, and well-being.

HEALTH AND HARM REDUCTION

Our recommendations on health and well-being draw from existing public health and design research, along with Osborne Association's hands-on experience. We have incorporated findings from studies such as the World Health Organization's reports⁷ on mental and physical health of detained and incarcerated people, along with design and health work from a

more general context. This work increasingly looks not only at healthy building materials and how the built environment can improve health outcomes but also considers links between design, mental health, and social cohesion. Our design principles incorporate this broad conception of health.

⁷ "World Health Organization, Mental Health in Prisons," <http://www.euro.who.int/en/health-topics/health-determinants/prisons-and-health/focus-areas/mental-health>; "World Health Organization, Prison Health Data and Statistics," <http://www.euro.who.int/en/health-topics/health-determinants/prisons-and-health/data-and-statistics>. "Health in prisons A WHO guide to the essentials in prison health," http://www.euro.who.int/_data/assets/pdf_file/0009/99018/E90174.pdf.

CONNECTED CITY INITIATIVES

Our research includes New York City initiatives, guidelines, and principles that offer a framework for healthier and more just jail design, as well as the opportunity to better connect criminal justice infrastructure with city as a whole.

We would like to highlight work from the New York City Department of Health's Active Living and Mental Health by Design divisions, and the Department of Design and Construction's Design and Construction Excellence 2.0 principles, which promote health and equity, as well as organizations like the Center for Active Design⁸ and the American Institute of Architects' Health and Design Research Consortium.

The DDC's Design and Construction Excellence 2.0 Principles toward "equity, sustainability, resilience, and design for healthy living" offer concrete examples of how architectural and urban design can help achieve these goals, which are critical for criminal justice facilities. The Department of City

Planning's PLACES (Planning for Livability, Affordability, Community, Economic Opportunity, and Sustainability) process has gathered information from community members of several New York neighborhoods through a series of visioning sessions. While every New York neighborhood is unique, the information from these sessions gives a snapshot of New Yorkers' current infrastructural and urban design needs. For any jail building to be a "good neighbor," the development project would need to address those needs.

The *Aging in Place Guide* gives information on age-friendly retrofits that could be helpful for both renovations and new construction (our principles also assume full ADA compliance). The Planning Department's Urban Design Principles toward "place, equity, detail, and comfort" would be important to consider in relation to neighborhood context. Finally, *A Stronger, More Resilient New York* gives resiliency guidance important for any development project.

⁸ "ULI/Center for Active Design, Building Healthy Places Toolkit," <http://uli.org/wp-content/uploads/ULI-Documents/Building-Healthy-Places-Toolkit.pdf>.

PRECEDENTS

Our work builds on recent initiatives promoting healthier, more just connections between our justice system and our communities. Studio Gang's Polis Station⁹ design proposal, for instance, "offers a set of ideas that transform urban police stations into neighborhood investments that strengthen communities, laying out both physical and programmatic steps to support social interaction," taking cues from the 2015 President's Task Force on 21st Century Policing¹⁰.

In New York, the 40th Precinct Police Station¹¹ by Bjarke Ingels Group, designed based on Department of Design and Construction guidelines, gives form to the city's community policing ideas. We have also followed with interest the recent Reimagining Prison program by the Vera Institute of Justice¹²: "We have the prison system we built. We have the prison system that, over time, we have designed. And it can be redesigned."

LIMITATION AND OPPORTUNITIES FOR FUTURE EXPLORATIONS

In some cases our work, research, interviews, and conversations expanded beyond our initial mandate, leading to broader insights and proposals. To that end, it has been our intent to follow paths to specific realizations and conclusions where possible. But given the extraordinary complexity of the issues and the history of research associated with jail design, and Rikers specifically, in some cases it was

necessary within the time constraints of this project to limit our work to a focused outline of design principles, means, methods, programs, and related protocols. There are many other elements, structures, protocols and cultures which could have been included here or be central to another study altogether. Many of these are outlined in the full Independent Commission report *A More Just New York City*.

⁹ <http://studiogang.com/project/polis-station>

¹⁰ https://cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf

¹¹ http://www.architectmagazine.com/project-gallery/nypd-40th-precinct_o

¹² https://twitter.com/the_ink_factory/status/836246712339456007