



Design Working Group Meeting #4

February 21, 2018

Justice Implementation Task Force

Agenda

1. **Introductions and meeting goals**
2. Debrief tours of Rikers Island
3. Presentation: direct supervision and supportive design
4. Drafting and finalizing design principles
5. Recap and next steps

Work plan



Meeting 4

February 21, 2018

Debrief Rikers Island visits and advance design principles



Meeting 5

March 21, 2018

Review draft design principles and finalize for CPSP consultant



Meeting 6

April 18, 2018

Design strategies for improving Rikers now

Update from MOCJ

- The Mayor and City Council reached an agreement to replace Rikers Island with community-based facilities.
- The agreement ensures a single public review of identified jail sites in four boroughs, which will provide off-Island space for 5,000 detainees.
- The four sites include:
 - Manhattan Detention Center, 125 White Street, Manhattan, 10013
 - Brooklyn Detention Center, 275 Atlantic Avenue, Brooklyn, 11201
 - Queens Detention Center, 126-01 82nd Avenue, Kew Gardens, 11415
 - NYPD Tow Pound, 320 Concord Avenue, Bronx, 10454

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Discussion questions

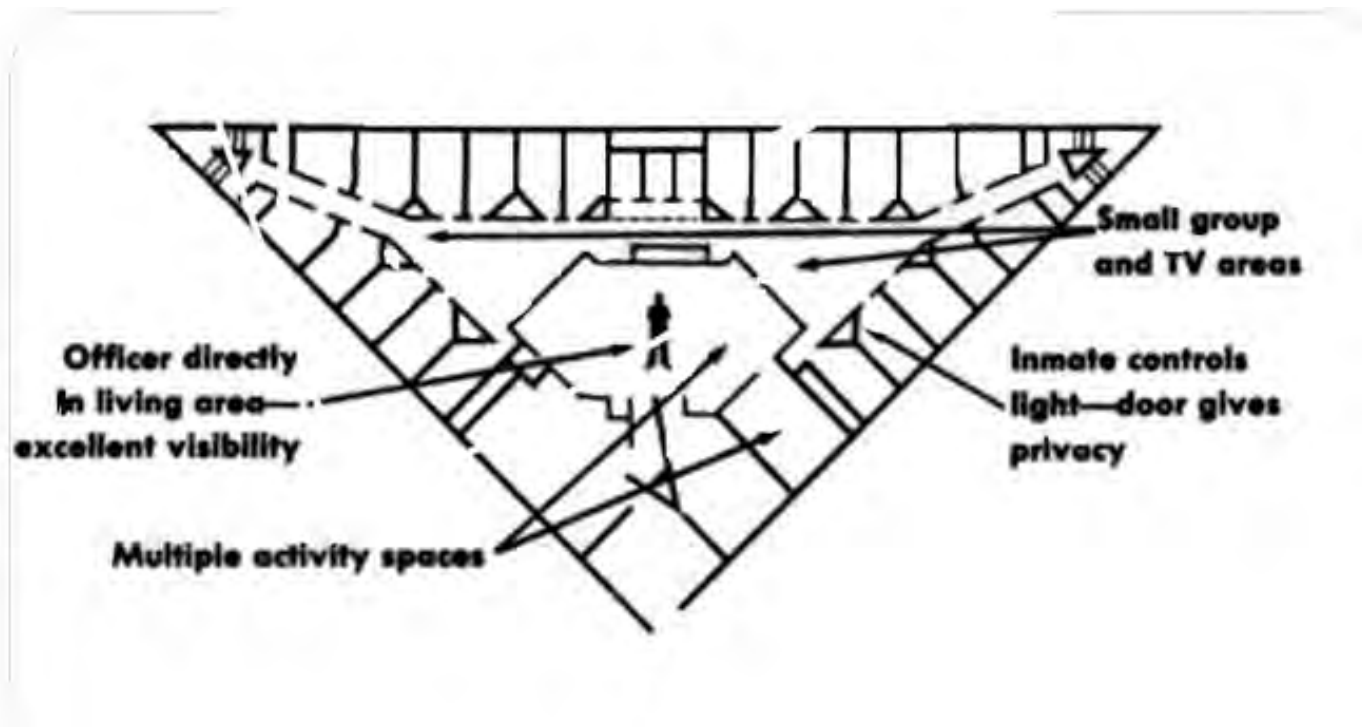
- What was your biggest takeaway from your visit to Rikers Island?
 - What was most surprising? What was least surprising?
- What did you learn from the experience that we should take into consideration as we develop design principles?
- What did you learn from the experience that can inform the prioritization of improvements to the physical space on Rikers Island now?

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Direct Supervision Jails

(a.k.a. “podular direct supervision” jails; “third generation” jails; “new generation” jails)



1. Direct Supervision works!

- Used in many hundreds of jails in U.S. and elsewhere
- Considered state of the art by professional organizations:
 - American Jails Association
 - American Correctional Association
- Experience & research evidence shows...
 - Less tension
 - Less assault & vandalism
 - More opportunities for programs
 - Cost-efficient
- Correctional Officer becomes a professional with skills

2. Success is not inevitable!

It takes a lot of planning and hard work

Problems will arise if there is not....

- Comprehensive planning
- Solid and committed leadership at top levels
- Extensive Correctional Officer Training
- Buy-in by Correctional Officers
 - Some won't make the change

Direct Supervision is not a kind of design

...It is a philosophical, organizational, and management approach

that works best when supported by **good architecture**, interior design and landscape design

[though **robust** – still works with less than ideal design, if commitment is there]

“Direct Supervision is really a state of mind rather than a building design. It’s how you approach and manage incarcerated people.” (DS Jail Administrator)

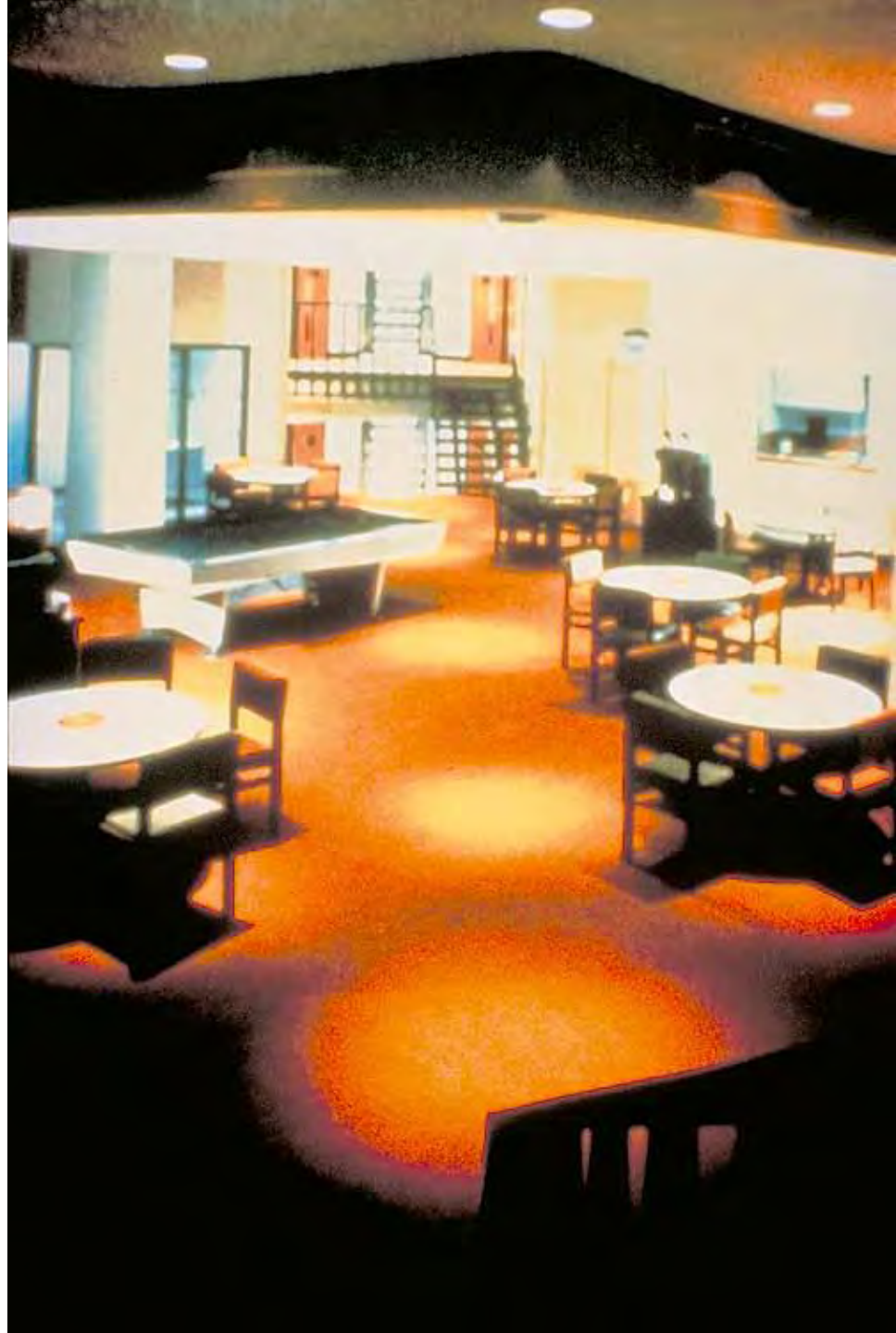
Beginning of Direct Supervision model...

- US BOP 1974
 - Based on their experience
 - That management worked better when COs could talk to incarcerated people often and casually
- Built 3 jails (MCCs) to use this idea
 - New York
 - Chicago
 - San Diego
- Used unit management teams of:
 - Supervisor
 - CO
 - Program staff

BOP pretrial confinement
moved from places
like this



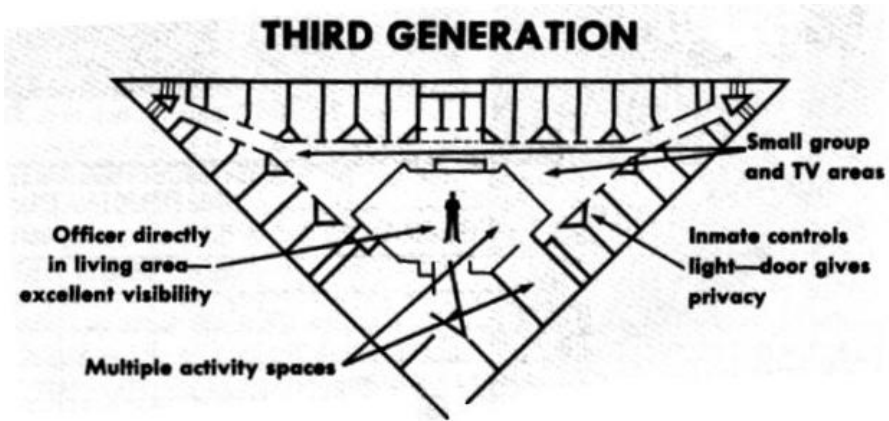
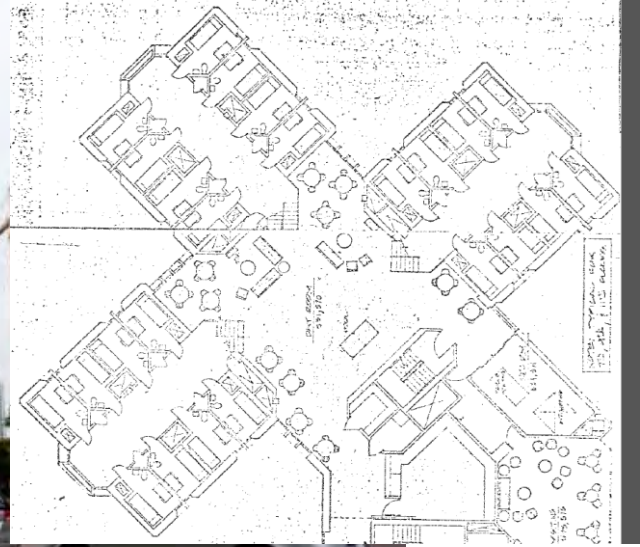
...to this



DS is based on a series of assumptions

- Most detained people **want to get by** and get out in one piece, no worse than they came in
- **Detained people respond** to the **same conditions most people do**, usually in the same way.
- People **respond to expectations**.
 - They look at **social cues and environmental cues**
 - Knowing what behavior is expected heavily influences how they act
 - Expectations become self-fulfilling prophesy
- Detained people respond to the **way they are treated**.
 - If treated with fairness & respect, they are likely to show respect back

“Direct contact allows officers to use all their senses (not just vision) to understand the situation. It also supports human interaction, which is a powerful way to get to know people and what drives them and also to manage situations behavior” (DS Jail Manager)



Contra Costa County Main Detention Facility - First non-federal Direct Supervision jail



"TYPICAL" HOUSING UNIT DESIGNED WITH 46 SINGLE OCCUPANCY CELLS
(shown as currently double-bunked with 92 inmates on Day Room floor)

Plan graphic courtesy of KMD Architects.

The Direct Supervision Model...

- Removed enclosed CO station
 - CO out and among detained person population
 - No “A” officer—CO is responsible
- Decentralize many daily functions to living unit
 - “pod”
- Redefined CO job
 - As professional trained in communication & behavior management
- Normalized design – “we expect you to act like reasonable human beings”
 - Orientation and clear rules
 - Fair & just, swift & certain

The Direct Supervision CO has a different job

- Focus on communication for behavior management
- Expected to know detained people in their unit
 - Proactive supervision, not reactive
 - Stop negative behavior before it begins
 - Use communication & all senses
 - Know all detained people
 - ***Its why 2 COs are not better than 1***
- CO is a professional who is in charge of unit
 - Responsibility devolves to CO
 - Can make immediate decisions
 - Has tools and incentives to manage situation on the spot
 - Incident reports not passed 'up' to middle level managers for judgement



For good correctional officers you need:

- Good Selection
- Thorough & Constant Training
- Consistent Supervision

Fear drives problems

- If afraid, detained people will try to protect themselves
- Consistently present CO reduces fear, assuring safety with presence
 - Weapons are mostly defensive



Normalized environment cues normal behavior

- Less like an institution, more like a residence
- Evokes respect for place
- Robert Sommers “hard vs. soft architecture”
 - Hard built to resist damage
 - Becomes a challenge
 - Soft built to meet human needs
 - Leads to caretaking
- Normal means can take care of self
 - Walk to spaces, meals, programs without escort
 - Get coffee, snack, book, etc.
 - Works against “institutionalization”



Principles of DS (NIC)

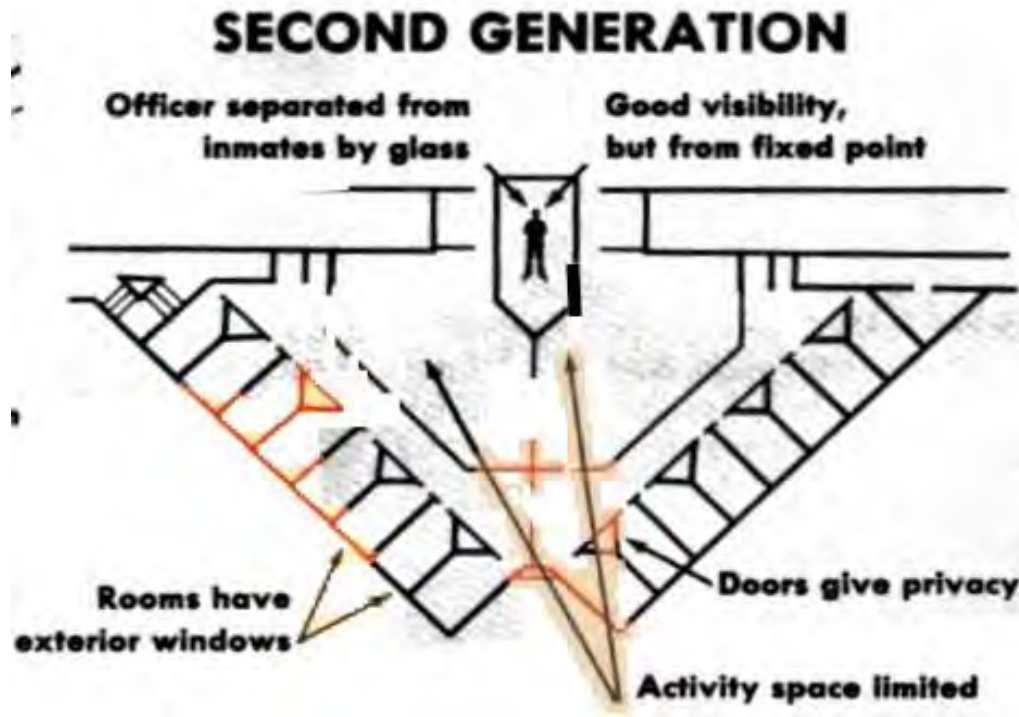
- 1. Effective Control**
- 2 Effective Supervision**
- 3 Competent staff**
- 4 Safety of detained people and staff**
- 5 Manageable and cost effective operations**
- 6 Effective communication**
- 7 Classification and orientation**
- 8 Justice and fairness**

Effective Classification is critical

Some detained people (typically 5-10%) don't get assigned to DS

- Unable to handle an open situation
 - Hyper-aggressive
 - Mentally ill

Rikers: newer units (GRVC) are podular indirect/mixed



A Few References

- Bogard, D., Hutchinson, V. A., & Persons, V. (2010). *Direct Supervision Jails: The Role of the Administrator: US Department of Justice, National Institute of Corrections.*
- *Direct Supervision Sourcebook, 2006. (2006). NIC Corrections Information Center.*
- Wener, R. E. (2012). *The Environmental Psychology of Prisons and Jails: Creating Humane Spaces in Secure Settings. New York: Cambridge University Press.*
- .Video - Jails in America: A Report on Podular Direct Supervision, Version 3.0. (2005): National Institute of Corrections, Jails Division.
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1. Introductions and meeting goals
2. Debrief tours of Rikers Island
3. Presentation: direct supervision and supportive design
4. **Drafting and finalizing design principles**
 - a) **Purpose and detail of final deliverable**
 - b) **Key takeaways from February 8 workshop**
 - c) **Establishing a subcommittee**
5. Recap and next steps

Drafting and finalizing design principles

Our goal

To create a set of ambitious, innovative design and programming *principles, attributes, and values* that reflect what New York City aspires for its jails.

With that in mind...

- What should the final deliverable look like?
- What level of detail is most appropriate?
- How can we ensure we are not duplicating efforts—both with what has already been done and will be done by Perkins Eastman?

Design Principles: Examples

DDC Guiding Principles

Design to invite. An appealing façade and entry can attract passersby to enter a public facility. The arrival and entry sequence might be ample and expressively display the services and programming within the structure.

Design to delight. People appreciate a public building with a unique presence that invigorates a neighborhood. Every facility can strive to be memorable and inspire civic pride.

Encourage use. Insightful design can legitimize use by everyone, especially populations who are often discouraged by insensitive design. Consider how facilities can convey a sense of safety and offer a place of refuge when needed.

Facilitate assembly. As the city grows denser, shared non-commercial indoor and outdoor public spaces become a more important means to connect with and strengthen community. Public facilities can accommodate opportunities for discussion, enjoying culture, congregation and recreation.

Support diverse activities. Public spaces can be flexible enough to allow people to engage in activities from quiet to loud, solitary to crowded, contemplative to active.

Lippman Commission

The use of a **direct supervision** design and management model that improves relationships between staff and detainees and relies on clear sightlines and communication skills to maintain order

Social services housed together in a **town center**, including courtrooms for early appearances, allowing individuals the freedom to access programming in a central location

An emphasis on **clustered housing** that groups detainees together thoughtfully, with a special focus on the unique needs of special populations, including women, adolescents, transgender detainees, and those with mental health issues

The use of regular **fixtures and furnishings**, as well as natural light, softer artificial lighting, better acoustics, and temperature control to reduce stress and encourage good behavior

Justice in Design

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.

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.

Key takeaways from February 8 workshop

- What did you learn from the workshop?
- Where do we have agreement on preliminary design principles? Which activities need further unpacking?
 1. Movement within jails
 2. Sleeping, eating, and personal hygiene
 3. Activities that support mental well-being: learning, creating, reading
 4. Activities that support physical well-being: resting, exercise, active recreation
 5. Delivery of services: medical, mental health, counseling, legal
 6. Working: supervision, administration, work assignments, maintenance
 7. Visiting
 8. Engagement with the community and local neighborhood

Design principles subcommittee

Charge

This subcommittee will lead the development of design principles and meet on a weekly basis through March, providing updates to the full Working Group on a regular basis.

The subcommittee will include Design Working Group co-chairs, MOCJ, DDC, and other membership to be determined.

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