

# SMALLER SAFER FAIRER

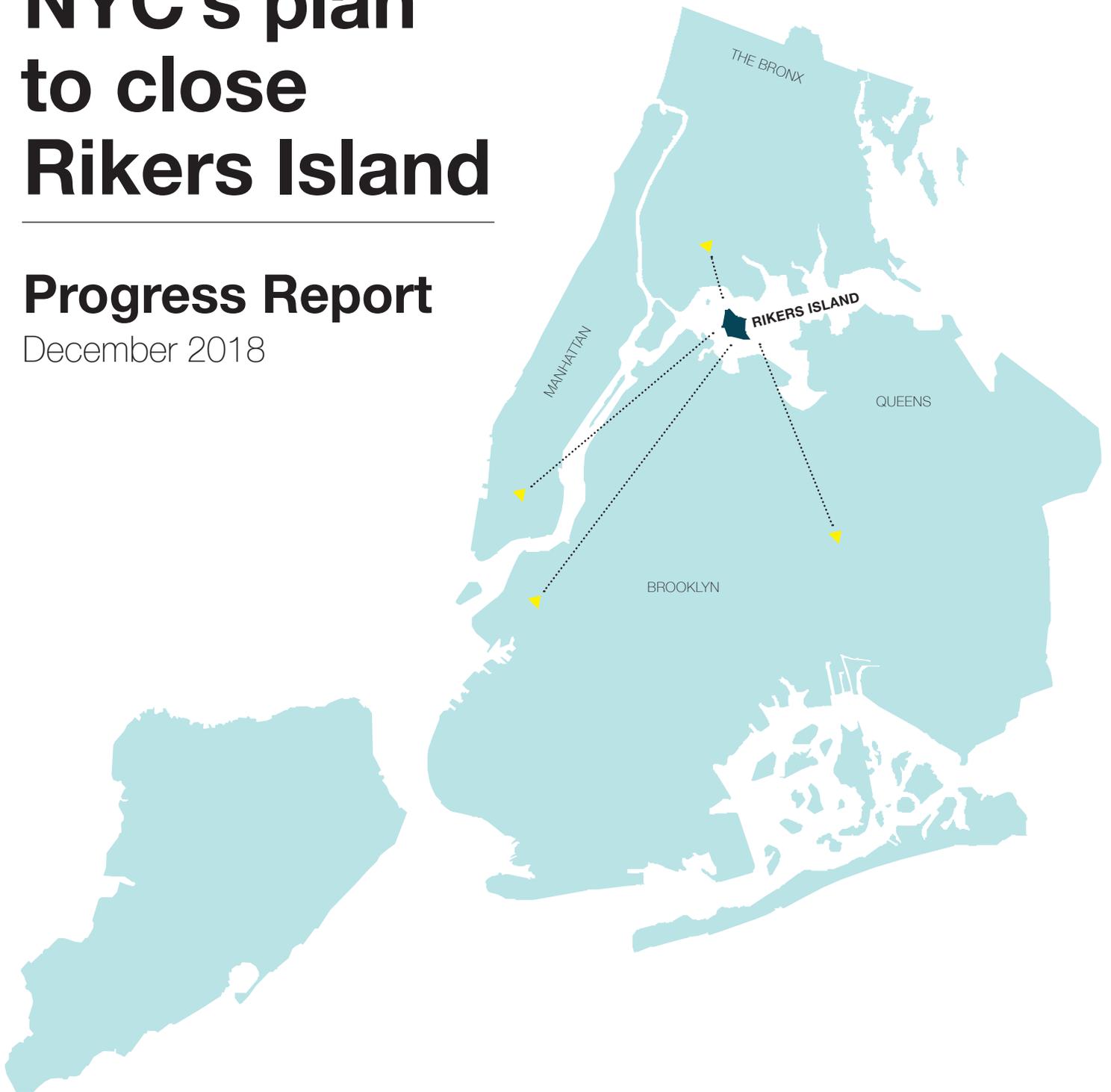
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## NYC's plan to close Rikers Island

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### Progress Report

December 2018



**NYC** Criminal  
Justice



The City of New York  
Office of the Mayor

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# Building Justice: Beyond Jail

# Building Justice: Beyond Jail

## Letter from the Director, Elizabeth Glazer

We have embarked on the biggest justice reform effort in our city in decades. It is a civic enterprise involving nothing less than a challenge to rethink and redo completely how we live peaceably together. A piece of meeting this challenge, of course, is replacing the Rikers Island jails with a smaller, modern network of borough-based facilities. This seachange is well under way due to the enormous daily effort by many to reduce the number of people incarcerated, change the culture of the jails and design and build facilities that promote dignity in our civic hubs. All of that, though weighty, will simply be a sail flapping in the wind unless these questions guide and animate our every step:

- What is the purpose and efficacy of punishment?
- What should the goal of a jail be?
- When should police arrest, prosecutors charge and judges detain?
- What behavior merits incarceration and what responses, beyond law enforcement, are there to breaches of civic peace, whether large or small?
- How does behavior change?
- How do we untie the knot of poverty, criminal justice and race that marks our justice system?

These are not just lofty meditations; they are the crucial guide rails to ensure that we are not just closing jails, but building justice. Here is a taste of why this must be so and how we are making it so.

**Reduce the number of people in NYC jails to 5,000:** Over the past four years the size of the population has fallen dramatically, giving New York City the lowest rate of incarceration of any large American city. The majority of those incarcerated now have either been charged with serious offenses and are staying for long periods or suffer from different social maladies and stay for extremely short periods. We must ask ourselves: have we reached the limits of what the criminal justice system can or should do to change the behavior that led to incarceration? Would intentional investment in jobs, housing, treatment and other mainstays of a productive life have a bigger impact at lower social cost than our current trajectory in both reducing crime and interrupting the cycling among shelter, hospitals and jails of the most vulnerable among us?

**Change the culture and purpose of jail:** Reducing the number of people held in jail and moving into facilities nearer to courts and homes, enormous though that is, will not have the effect we intend if we do not also have fundamental change inside jail and improve connections to outside. Decades of research and human experience tell us that how people are treated, whether those who work in jail or are incarcerated there, has a fundamental effect on everything from reducing violence inside to ensuring a productive transition back to neighborhoods.

**Design to promote dignity and change behavior:** And we could be successful in reducing the number of people inside and changing the culture of the jails, but neither would have meaning if we fail to build modern and humane buildings. We know that well-designed places affect mood and behavior and, while not the only factor, in combination with every other change that is happening, can ensure that the new facilities are the kinds of civic assets that reflect our humanity.

All of this is work that is not and cannot be by “system” players alone. It is an enterprise that is remaking our city and requires the partnership of every New Yorker. We cannot simply “close Rikers.” We must build justice.

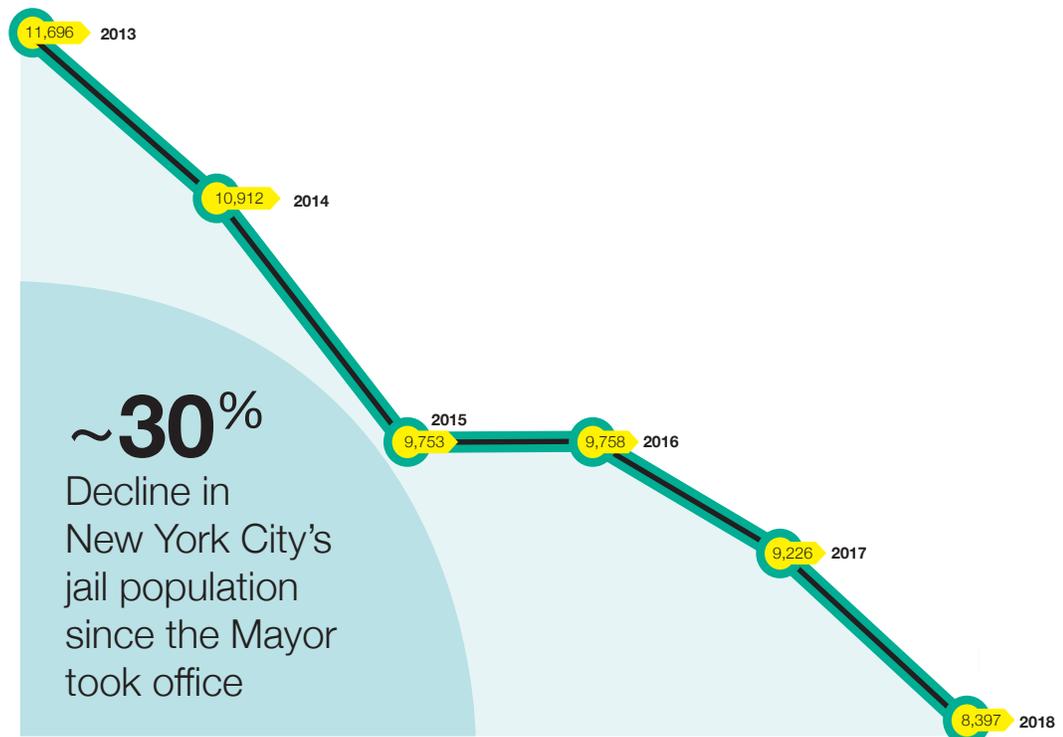


Elizabeth Glazer  
Director of the Mayor’s Office of Criminal Justice

# Progress Towards a Smaller, Safer, Fairer System

# Progress Towards a Smaller, Safer, Fairer System

When the City's roadmap to close Rikers was released in June 2017, the City's jails had held an average of 9,400 people. By December 2018, the average daily population dropped to 7,959—a 15% decline, and a 30% decline since the Mayor took office.<sup>1</sup> New York City has the lowest rate of incarceration of all large U.S. cities, with fewer than 1 in 1,000 New Yorkers in custody on any given day. This report provides an update on the progress made through 2018 and just some of what New Yorkers can expect.



## Since the release of the plan to close Rikers Island...

### NYC Jails are Smaller

- The jail population fell below 8,000 for the first time in 30 years and it is still falling.
- The City has reduced the number of people serving short jail sentences by expanding three alternative to incarceration programs.
- The City has reduced the number of people held on low bail by expanding a bail expediting program, creating the citywide Liberty Bail Fund, and launching an online bail payment system.

### NYC Jails are Safer

- DOC officers are receiving training in de-escalation tactics, crisis intervention and conflict resolution, and mental health first aid.
- There is now 100% camera coverage of areas on Rikers accessible to people in detention.
- The City opened an additional Clinical Alternatives to Punitive Segregation (CAPS) unit to better serve people with severe mental health issues.

### NYC Jails are Fairer

- DOC increased comprehensive program offerings for all eligible individuals in Department custody.
- The City invested an additional \$6 million in supportive services for incarcerated women and their families.
- The City launched several programs to reduce unnecessary case delays for adolescents who are in custody.

# Smaller, Safer, Fairer: Strategy Updates

# Smaller, Safer, Fairer: Strategy Updates

Perspectives  
from our partners:

“Cashless bail will make life easier for those who cannot afford to go through the arduous bail payment process that keeps people at Rikers Island. This is a positive step forward in reforming and modernizing the criminal justice system.”

Council Member  
**Keith Powers**

## Strategy 1: Reduce the number of lower-risk people in jail by providing judges with an updated release assessment tool

- The City is revising the pretrial release assessment tool in coordination with leading researchers, judges, district attorneys, defenders and community partners. The tool will use updated data and was created by leading researchers to provide judges with the fullest picture possible.

### The year ahead:

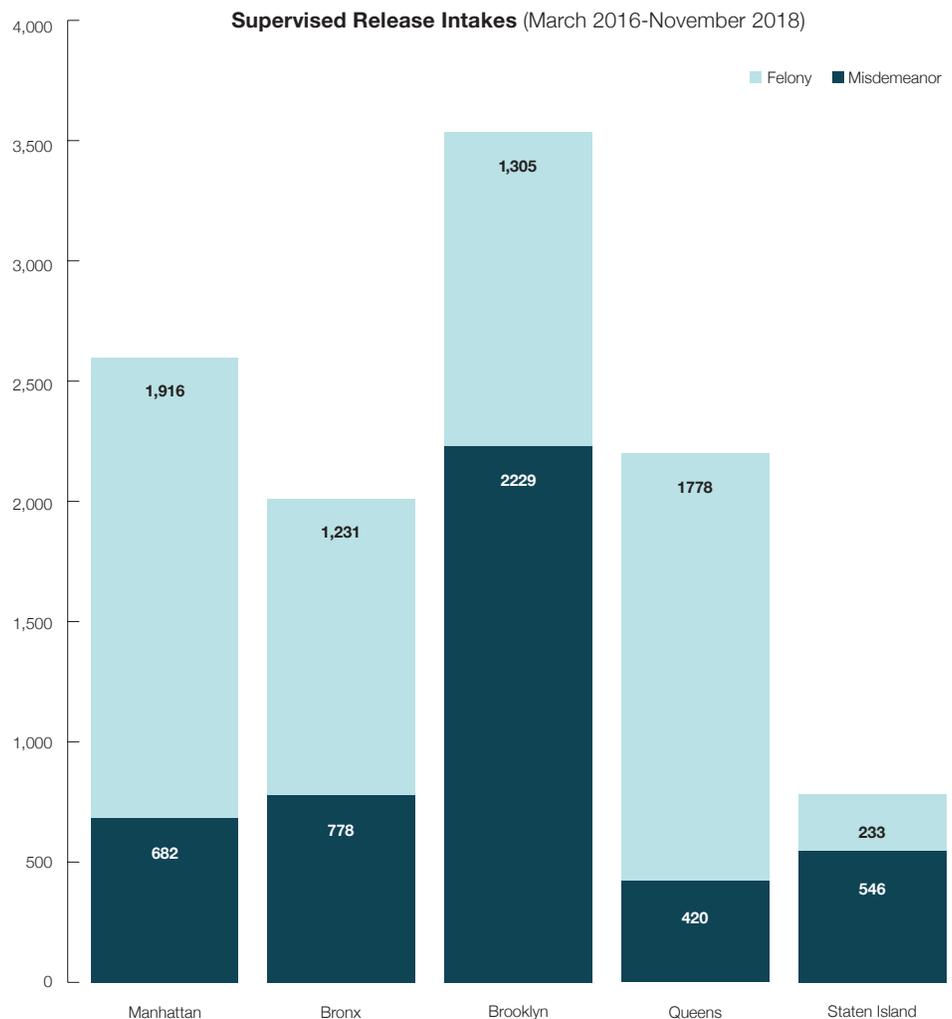
The updated release assessment tool is scheduled to launch in 2019 after an extensive engagement process with judges, district attorneys, defenders and community partners to ensure effective implementation.

## Strategy 2: Make it easier for people to pay bail

- The City launched an online bail payment system, created a citywide charitable bail fund and expanded the number of bail expeditors, who facilitate bail payment at arraignment to make it easier for people to pay bail. The number of people held on bail for under \$2,000 is down 65% since the beginning of the administration.

## Strategy 3: Expand diversion programs for low- and medium-risk defendants

Supervised Release, the City’s primary pretrial diversion program, diverted over 11,100 people since its launch in March 2016. The City, in partnership with the City Council, recently launched a pilot in Brooklyn to divert higher-risk youth.



Perspectives  
from our partners:

**“When women can stay connected to their families and access the services they need, they are much more likely to successfully reenter the community. The best way to serve justice-involved women and strengthen families is to get them back home and connected to services they need in their neighborhoods.”**

Executive Director,  
Housing Plus,  
Rita Zimmer

#### **Strategy 4: Replace short jail sentences with programs that reduce re-offending**

- In October 2017, the City launched three new programs to replace jail sentences under 30 days. The programs have served nearly 5,000 people through December 2018, three times the number expected. The population serving sentences of less than one year is down by 41% since the beginning of the administration. In FY18, there was a 23% decline in re-arrests among individuals in Manhattan who received a short program in the community in lieu of a short jail sentence.

##### **The year ahead:**

The City is working to reconfigure all alternative-to-jail programs, based on an analysis of the risks and needs of the current justice-involved population, conducted in conjunction with the [Diversion and Reentry Council](#).

#### **Strategy 5: Reduce the number of people with mental illness and substance use disorders in jails**

- The City now provides permanent supportive housing to 120 individuals who were among the highest users of jail, were chronically homeless and are dealing with severe mental and behavioral health issues. In May 2018, the City launched a pilot to expedite the time it takes to complete mental competency exams at arraignment, which is a primary driver of case delay.

##### **The year ahead:**

The City is increasing behavioral health diversion by expanding citywide the Enhanced Pre-Arrestment Screening Unit, which assesses individuals' behavioral health needs and documents appropriate diversion programs for defense attorneys to consider and present to a judge, in addition to triaging individuals for immediate health risks.

#### **Strategy 6: Reduce the number of women in city jails**

- The City recently invested an additional \$6 million to break the cycle of incarceration for women. This investment will support family connections and resilience, address significant behavioral health needs of women in jails and support long-term stability that prevents future returns to jail. The number of women in jail is down by 36% since the beginning of the administration.

##### **The year ahead:**

The City is reducing returns to jail for incarcerated women through a package of in-custody mental health, domestic violence prevention and family programming as well as extensive reentry support services.

#### **Strategy 7: Reduce the number of State technical parole violators in New York City jails**

- The City now meets regularly with state corrections and parole to work on solutions to expedite case processing times for state parole violators who are housed in city jails. While all other populations are plummeting in NYC jails, state parole violators have gone up by 8% since the beginning of the administration.

### Strategy 8: Speed up case processing times

- Since the launch of Justice Reboot, a series of initiatives to reduce unnecessary case delay, in 2015, the City has convened all actors in the criminal justice system to speed up case processing times in order to reduce the amount of time people spend in custody. Since April 2015, the number of cases pending for more than one year where someone is in jail has declined by 22%, and the number pending more than two years has declined by 37%.

#### The year ahead:

The City is working with justice partners—including defenders, the courts, district attorneys and the Department of Correction—to reduce the number of defendants who are not seen by a judge on their court date.

### Strategy 9: Develop additional strategies to further reduce the jail population

- In the past year, the City has launched a number of new diversion programs for adolescents, women, and those with behavioral health needs. One key program is the youth intensive track of Supervised Release, which allows judges to release adolescents facing certain violent felonies into community supervision programs.

### Strategy 10: Improve city jails to ensure they are safe, secure and humane

- The City has invested over \$1 billion in the renovation and maintenance of the current facilities on Rikers Island. In addition, the City closed the first building on Rikers Island, bringing the total number of active facilities on Rikers down to eight.

#### The year ahead:

The City is developing a master plan for the borough-based jail system and will move into the land use review process for siting the community-based jails. See more on page 15.

#### GMDC closes

In January 2018, as a result of steep reductions in the City's jail population and a concerted effort to close all correctional facilities on Rikers Island, the City announced plans to close the first building on Rikers in the summer of 2018. The George Motchan Detention Center (GMDC) closed in July 2018, the first of nine facilities to close on the Island. This is part of a continuing effort to reduce the overall jail population and create safer facilities for those in custody and correctional staff in an effort to make the New York City criminal justice system fairer for all.



Perspectives  
from our partners:

**“As Raise the Age legislation goes into effect across New York State, the Raise the Age coalition recognizes the years of ground-breaking work of hundreds of diverse individuals and organizations, including formerly incarcerated youth and their families, child advocates, service providers, faith leaders, legal services groups, and state and local officials, who worked to make this day a reality. We celebrate our shared victory to raise the age of juvenile accountability in New York State.”**

Director of Youth  
Justice and Child  
Welfare, Children’s  
Defense Fund

**Julia Davis**

### **Strategy 11: Complete movement of all 16-and 17-year-olds off Rikers Island**

- On October 1, 2018, Raise the Age legislation took effect for New York State. As of October 1, all 16-and 17-year-olds were moved off of Rikers Island and are now housed in Horizon Juvenile Center in the Bronx, in addition to 17-year-olds detained on new charges. All newly detained youth and adolescents (under 17 years old) are now housed in Crossroads Juvenile Center in Brooklyn.

#### **The year ahead:**

Upon full implementation of Raise the Age in October 2019, the vast majority of 16 and 17-year-olds arrested in New York City will move through Family Court, rather than Criminal Court.

### **Strategy 12: Expand housing for individuals with mental illness**

- In January 2018, the City opened an additional Clinical Alternative to Punitive Segregation (CAPS) unit for those with serious mental health issues. CAPS units provide intensive, therapeutic services to patients and since their creation in 2015, there has been a 72% decrease in assaults on staff in these units.

### **Strategy 13: Use technology to reduce violence and support Department of Correction operations**

- There is now 100% camera coverage in all areas in Rikers Island that are accessible to people in detention. To best use this resource to promote safety, the City opened the Department of Correction’s Compliance and Safety Center (CASC), which hosts the Compliance and Video Monitoring Units, as well as a new Emergency Operations Center. The CASC will serve as an integrated command post to aid in DOC’s rapid-response efforts, increasing safety throughout all facilities.

### **Strategy 14: Improve officer safety through a new training academy and fully staffed DOC**

- All new officers at DOC receive enhanced training as a result of the City’s \$39 million investment in professional development. The 2017 class received new training in de-escalation tactics, crisis intervention and conflict resolution, and mental health first aid. DOC is planning the construction of a new \$100 million training academy for all officers.

## Enhanced Officer Training

The Department of Correction has invested an additional \$39 million in professional development in 2017 and 2018. As one of the main initiatives, the recruit training period has been extended from 16 weeks to 23 weeks in order to accommodate several training components, including Safe Crisis Management, Conflict Resolution, and Direct Supervision. In addition, the City allocated \$100 million for the construction of a new state-of-the-art training academy to better serve the Department's recruits.



### Strategy 15: Reduce re-offending through programming and reentry planning

- As of January 2018, the City is committed to offering all people in custody five hours of tailored programming and reentry services. The in-custody programming addresses vocational, educational, and therapeutic needs and the reentry planning helps connect them with jobs and opportunities outside of jail.

#### The year ahead:

The City is working to reduce re-offending by implementing dedicated reentry planning before discharge and support after returning to the community to everyone in city custody, and tracking and assessing the effectiveness of these efforts. This programming is run by the Department of Correction and their providers and coordinated with neighborhood resources throughout the City.

Perspectives  
from our partners:

**“No New Yorker, whether they are justice-involved or not, can flourish without strong bonds with family and loved ones. This initiative to ease transportation for visitors not only addresses physical isolation, it also maintains relationships that help individuals remain whole socially and emotionally.”**

Council Member  
**Stephen Levin**

### Strategy 16: Foster connections to families and community by improving visiting options

- The City launched express shuttle bus services in April 2018 that take visitors straight to Rikers Island from two convenient stops in Harlem and downtown Brooklyn. This service significantly reduces travel time to Rikers Island. At full capacity, the bus is estimated to serve up to 900 visitors a day.

### Express Visitor Bus Service

Launched in April 2018, the Department of Correction is providing a free express bus service to Rikers Island to increase access to the island for visitors to see their loved ones. Departing from locations in Harlem and downtown Brooklyn, these new shuttle buses provide more opportunities for people to visit those detained without having to rely solely on the Q100 bus, accessible only in Queens. The bus service is expected to greatly reduce the time it takes to reach Rikers by providing direct service from major subway hubs. Regular visits are associated with a host of positive outcomes, including strengthening family connections during detention, reducing recidivism, and improved behavioral health.

Buses depart from Third Avenue between East 125<sup>th</sup> and 126<sup>th</sup> Streets and Jay Street between Fulton and Willoghby. Full bus schedules are available [here](#).



#### Strategy 17: Continue to create alternatives to punitive segregation

- DOC instituted a mandatory 8-hour Mental Health First Aid (MHFA) training course that helps officers recognize the signs of distress in those with mental health issues. To date, over 4,000 officers have been trained in Mental Health First Aid. It is a curriculum supported by ThriveNYC and facilitated by both DOC and Department of Health trainers.

#### Strategy 18: Expand supportive services for correctional officers

- The Department of Correction appointed an Executive Director for a new division dedicated to staff wellness and spiritual care. Chaplain Justin von Bujdoss was appointed by DOC leadership as part of the 14-Point Anti-Violence Initiative.

Perspectives from our partners:

**“This is an exciting time for us as we rethink old policies and broaden the scope of our work to provide forward-thinking staff wellness strategies. We are strengthening our trauma response efforts to provide increased real-time support in times of crisis, and we have expanded our facility visits to provide additional wellness resources, referral information to our clinical staff, and Employee Assistance Program, as well as spiritual caregivers. We are continually looking at how to provide effective holistic care so that the needs of staff can be fully supported.”**

Chaplain **Justin von Bujdoss**, Department of Correction

# The Year Ahead: Moving Toward a Community-Based Jail System

## The Year Ahead: Moving Toward a Community-Based Jail System

### The City has made real progress towards building a borough-based jail system.

The smaller, safer and fairer system will have housing for 5,000 people with four facilities in Manhattan, Brooklyn, Queens and the Bronx. This smaller jail system will be built upon a foundation of dignity and respect for those who work in the facilities and are housed therein. The City will enter the public land review process for the borough-based jail system in spring 2019.



This borough-based system will strengthen connections to families, attorneys, courts, medical and mental health care, and faith and community-based organizations. Being closer to home and transit will enhance the network of support systems for people who are detained, and help prevent future returns to jail.

The new facilities will be designed to foster safety and well-being for both those incarcerated and for staff, providing space for quality education, health, and therapeutic programming. Modern facilities will also serve as a catalyst for positive change in the community and the criminal justice system.

Community engagement in this process is critical, as the path forward relies on continued support for this vision. The City is leading a public review process to engage people who are detained, staff, families, service providers, attorneys, advocates, community members, and neighborhood groups to ensure that the voices of New Yorkers from all communities can help shape the plan. Throughout this process, concerns about design and neighborhood impacts will be heard and taken into account. To receive updates and view information on community engagement please visit: [rikers.cityofnewyork.us/nyc-borough-based-jails/](https://rikers.cityofnewyork.us/nyc-borough-based-jails/).

# Appendix

## Appendix: Accomplishments from the Justice Implementation Task Force

Since its launch in September 2017, the Justice Implementation Task Force (JITF) has convened key players across the justice system and the City to engage in meaningful conversations and advise on the City’s work to close Rikers Island. The Task Force has produced a number of program and policy recommendations. Below, we highlight some of the major accomplishments of the JITF, which are leading to new phases of work during the second year of the Task Force:

### **Design principles to guide the design of justice buildings**

The planned closing of the jails on Rikers Island and the creation of borough-based facilities offers New York City a once-in-many-generations opportunity—and responsibility—to reimagine and radically reconstitute the culture, operations, and physical conditions of its jails in order to actualize our shared values of respect for human dignity and commitment to fairness. The Design Working Group developed the following principles to guide the human-centered design of future New York City jails:

- Strengthen community and family;
- Create engaging civic assets;
- Ease and broaden access to resources;
- Promote safety and security;
- Design dignified environments that reflect community living;
- Foster safe and positive social interaction;
- Support physical health and mental well-being;
- Consider the unique needs of individuals;
- Offer empowering choices; and
- Create positive and sustainable environmental conditions.

### **Recommendations to reform the state parole process**

Despite significant reductions in the City’s jail population, the number of people detained on state parole violations has increased since June 2017. People charged with state parole violations stay in custody longer than other people, occupying 1,400 to 1,600 jail beds every day. The subcommittee, focused on state parole violators, produced a set of strategies focused on reducing the population of state parole violators on Rikers. Some of the subcommittee’s administrative reform recommendations are included below.

The State should:

- Expedite the parole violation hearing process by allowing dispositional hearings to be made available immediately following preliminary hearings where probable cause is found.
- Set limits on the length of incarceration in jail or prison for those whose probation or parole has been revoked due to a technical violation.

The City should:

- Invest in targeted “alternative-to-reincarceration” programming for people detained on Rikers Island for a technical violation of parole, such as a missed curfew.
- Work with the State to reduce unnecessary delays in the parole violation hearing process.

### **Recommendations for models and implementation strategies for programming in city jails**

The Culture Change Working Group is dedicated to creating a jail system in which everyone who spends time in the City’s jails—including DOC employees, medical staff, service providers, incarcerated people, volunteers, and visitors—interacts in a safe and respectful environment. To develop an evidence-informed blueprint for programming to serve incarcerated people and their support networks, the Culture Change Working Group convened a programming subcommittee to develop proposed goals for programming in future jails to be considered in the City’s plans.

## Appendix: Accomplishments from the Justice Implementation Task Force

The group developed the following principles:

- Programming encourages and supports connections with the community;
- Programming is integrated into the core operations of the jail;
- Programming is centered on individual needs;
- Programming is accessible to all.

### **Recommendations for the improvement of the visiting process both on Rikers Island and for the future facilities**

In considering areas to rethink and redesign existing aspects of the jail system, the Culture Change Working Group identified the visiting process on Rikers Island as a key intersection between the community and the City's jails. The Culture Change Working Group is in the process of developing recommendations for improving the visiting process on Rikers Island and at future facilities. Recommendations will be based on a collective understanding of the following challenges:

- Rikers is physically isolated and difficult to reach.
- It is often not made clear to visitors where they should go or what to expect. DOC has added visitor greeters and electronic kiosks to make this experience smoother.

### **Survey of defense attorneys, prosecutors, judges, and other court actors to understand how to best implement CJA's revised release recommendation tool**

The Criminal Justice Agency's revised release recommendation tool is anticipated to have a significant impact on reducing the City's jail population in the coming years. The Jail Population Reduction Working Group completed a survey to help guide the City's revised release recommendation tool, providing insights on reframing the data collection, tracking the new instrument's impact and effectiveness, and successfully implementing the revised tool.

The group's insights will ultimately inform a key focus of the Working Group during the second phase of the work—implementing the revised release recommendation tool and engaging criminal justice stakeholders in its roll-out.

### **Insights from defense attorneys, prosecutors, judges, service providers, and advocates about how to expand existing alternatives to incarceration and develop more effective programs in the future**

To ensure full coordination with the ongoing work of the Diversion and Reentry Council, and to capitalize on the City's commitment to expanding community-based alternatives to incarceration (ATIs), the Jail Population Working Group held a series of meetings to learn more about specific system challenges that need to be addressed to ensure that new ATD and ATI programs are as effective as possible in safely reducing the City's jail population. The recommendations from the meetings will inform the upcoming redesign of the City's alternative to incarceration programs.

Each session featured a judge, defense attorney, or a prosecutor describing specifically what challenges they face in the uptake of alternatives to jail, highlighting relevant data, and elevating best practices currently underway. Recommendations from these conversations included:

- Elevating models of restorative justice, which focus on honoring the needs and interests of victims to hold the responsible party accountable without incarceratory sentencing;
- Utilizing social workers in the courtroom to emphasize the importance of personalized case management plans and the role they play in developing effective ATI programs; and
- Considering violence as a local health and wellness issue, and further involving community and health leaders in solution development.

## Appendix: Members of the Justice Implementation Task Force

### Justice Implementation Task Force Steering Committee

**Ana M. Bermudez**, New York City Department of Probation Commissioner  
**Cynthia Brann**, Commissioner of New York City Department of Correction  
**Cyrus Vance, Jr.**, District Attorney for New York County  
**Darcel D. Clark**, District Attorney for Bronx County  
**David Hansell**, Commissioner of the New York City Administration for Children's Services  
**Eric Gonzalez**, District Attorney for Kings County  
**James O'Neill**, Commissioner of New York City Police Department  
Honorable **Lawrence K. Marks**, Chief Administrative Judge of the State of New York  
**Michael E. McMahon**, District Attorney for Richmond County  
**Mitchell Katz**, President and CEO of NYC Health + Hospitals  
**Richard A. Brown**, District Attorney for Queens County  
**Richard Carranza**, New York City Schools Chancellor of the  
New York City Department of Education  
**Tina Luongo**, Attorney-in-Charge, Criminal Defense Practice of the Legal Aid Society in  
New York City

### Working Group on Safely Reducing the Size of the Jail Population

#### Co-Chairs

**Elizabeth A. Gaynes**, President and CEO of the Osborne Association  
**Hazel Jennings**, Chief of Department of the New York City Department of Correction  
Honorable **Joseph Zayas**, Administrative Judge for Criminal Matters, Eleventh Judicial  
District of the State of New York  
**Karen Friedman Agnifilo**, Chief Assistant District Attorney of the New York County District  
Attorney's Office  
**Karen Shaer**, First Deputy Director of the Mayor's Office of Criminal Justice

#### Members

**Alan Sputz**, Deputy Commissioner for Family Court Legal Services, ACS  
**Ana Oliviera**, President and CEO of The New York Women's Foundation  
**Carmen Facciolo III**, Deputy Chief Strategic Enforcement and Intergovernmental  
Affairs at the Bronx District Attorney's Office  
**Danielle Sered**, Executive Director of Common Justice  
**Divine Pryor**, Executive Director of the Center for NuLeadership on Urban Solutions  
**Gabriel Sayegh**, Co-Founder and Co-Director of the Katal Center for Health, Equity & Justice  
**Herbert Sturz**, Board Chair of Center for New York City Neighborhoods  
**Ife Charles**, Citywide Anti-Violence Coordinator for the Center for Court Innovation  
**Joel Copperman**, Chief Executive Officer of CASES  
**John Volpe**, Special Advisor on Criminal Justice at the Department of Health and Mental  
Hygiene  
**Khalil Cumberbatch**, Chief Strategist at New Yorkers United for Justice  
**Lawanna Kimbro**, Chief Diversity and Equity Officer at NYC Department of Social Services  
**Mike Rempel**, Research Director at the Center for Court Innovation  
**Nick Turner**, Executive Director of Vera Institute of Justice  
**Patrick Alberts**, Senior Director for Policy and Planning at Health + Hospitals Corporations  
**Stan German**, Executive Director of the New York County Defender Services  
**Stuart Levy**, Deputy Chief of the Investigations Division at the Bronx District Attorney's Office  
**Susan Herman**, Deputy Commissioner for Collaborative Policing at the New York City Police  
Department  
**Tanya Coke**, Senior Program Officer Gender, Racial, and Ethnic Justice at Ford Foundation  
**Tim Farrell**, Senior Deputy Commissioner at the Department of Correction  
**Tina Luongo**, Attorney-in-Charge, Criminal Defense Practice at The Legal Aid Society

## Appendix: Members of the Justice Implementation Task Force

### Working Group on Culture Change

#### Co-Chairs

**Brenda Cooke**, Chief of Staff at New York City Department of Correction

**Jeff Thamkittikasem**, Director of the NYC Mayor's Office of Operations

**Julio Medina**, Executive Director and Chief Executive Officer  
of Exodus Transitional Community, Inc.

**Patricia Yang**, Senior Vice President for Correctional Health Services for NYC Health + Hospitals

**Soffiyah Elijah**, Executive Director of Alliance of Families for Justice

#### Members

**Alethea Simon**, President and Executive Director of Greenhope Services for Women

**Carole Eady-Porcher**, Board Member of Center for Community Alternatives

**Christine Pahigian**, Executive Director of Friends of Island Academy

**Deanna Logan**, Assistant District Attorney for the Bronx District Attorney's Office,  
Chief Rikers Island Prosecution Bureau

**Donna Lieberman**, Executive Director of the New York Civil Liberties Union

**Elizabeth Ward**, Senior Director for Operations of Correctional Health Services

**Felipe Franco**, Deputy Commissioner of the Administration for Children's Services

**Homer Venters**, Director of Programs for Physicians for Human Rights

**Jennifer Parish**, Director of Criminal Justice Advocacy for the Urban Justice Center

**Karol Mason**, President of John Jay College of Criminal Justice

**Kevin Richardson**, Deputy Commissioner of the Department Advocates Office, NYPD

**Mary Lynne Werlwas**, Director of Prisoners' Rights Project at the Legal Aid Society of New York

**Michael Jacobson**, Executive Director of the CUNY Institute for State and Local Governance

**Mika'il DeVeaux**, Co-Founder and Executive Director of Citizens Against Recidivism,  
Director of Citizens' Muslim Re-entry Initiative

**Thomas Giovanni**, Chief of Staff for the NYC Law Department

**Tim Lisante**, Executive Superintendent, New York City Department of Education

**Valentina Morales**, Senior Director of Justice Initiatives at Fedcap

**Yolanda Canty**, Bureau Chief of the NYC Department of Correction

## Appendix: Members of the Justice Implementation Task Force

### Working Group on Design

#### Co-Chairs

**Brian Sullivan**, Chief of Security at the Department of Correction

**Feniosky Peña-Mora**, Edwin Howard Armstrong Professor of Civil Engineering and Engineering Mechanics, Professor of Earth and Environmental Engineering, and Professor of Computer Science at Columbia University

**Margaret Castillo**, Chief Architect of the New York City Department of Design and Construction

**Purnima Kapur**, Executive Director of the New York City Department of City Planning, ex officio

**Rosalie Genevro**, Executive Director of The Architectural League of New York

**Stanley Richards**, Board Member of the New York City Board of Correction and Senior Vice President at The Fortune Society, Inc.

#### Members

**Ann Jacobs**, Director of the Prisoner Reentry Institute at John Jay College

**Cheryl Roberts**, Executive Director of the Greenburger Center for Social & Criminal Justice

**Daniel Gallagher**, Principal at NADAAA

**David Burney**, Associate Professor at the Graduate Center for Planning at Pratt Institute

**David van der Leer**, Executive Director of the Van Alen Institute

**Erick Gregory**, Deputy Director of the Urban Design Office  
at the NYC Department of City Planning

**Jean Walsh**, Chief of Investigations Division at the Bronx District Attorney's Office

**Jim Walsh**, Deputy Commissioner for Adult Programming & Community  
Partnerships at the Department of Correction

**Ken Ricci**, President of Ricci Greene Associates

**Leonard Noisette**, Director of the Justice Team for U.S. Programs  
at the Open Society Foundations

**Lisa Schreibersdorf**, Founder and Executive Director of Brooklyn Defender Services

**Louis Watts**, Executive Director of Crossroads Juvenile Center

**Margaret Castillo**, Chief Architect at the New York City  
Department of Design and Construction

**Maxsolaine Mingo**, Bureau Chief of the Department of Correction

**Nick Marinacci**, Senior Executive Director of Youth Justice Education  
and Treatment Programs at the Department of Education

**Richard Wener**, Professor at NYU; author of "The Environmental Psychology  
of Prisons and Jails: Creating Humane Spaces in Secure Settings."

**Sara Gillen**, Chief Operating Officer of Correctional Health Services

**Steve Stein Cushman**, Executive Assistant for Commercial Law at the NYC Law Department

**Veronica Vela**, Supervising Attorney in Prisoner's Rights Projects at the Legal Aid Society

**Vincent Grippo**, Deputy Commissioner of Budget and Planning at  
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**Vivian Nixon**, Executive Director of College and Community Fellowship

