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Department of Design and Construction

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Design Principles & Guidelines

NYC Borough-Based Jails Program
A Design-Build Program

BK Brooklyn Facility

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1. Executive Summary

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1. Executive Summary

1.1 Borough-Based Jails Program Background

The people of New York City (the City) and the world have experienced enormous, ongoing upheaval since 2019. The City is facing both an unprecedented health crisis and an economic crisis. Both crises have sharpened the focus on the deep racial inequities in our country, a condition that the death of George Floyd in May 2020 further highlighted. Since 2014, the City has been working to meet and overcome the challenges of racial equity that these three intersecting issues distilled, and that are embedded in the criminal justice system. Our approach is centered on answering the following questions: “What does a fair and equitable criminal justice system look like?” and “How do we deploy resources, beyond the criminal justice system, to keep all New Yorkers safe?”

Since 2014, the City has reckoned with these questions and successfully increased safety while lightening the touch of the justice system on the lives of New Yorkers. The result has been a city that is the safest it has been in decades, with the lowest incarceration rate since the Second World War [https://rikers.cityofnewyork.us/].

A key component of continued success in keeping our city safe is ensuring that the jails that are part of our justice system reflect an approach grounded in dignity and respect. To that end, the City is committed to closing the twelve antiquated and dilapidated jails both on Rikers Island and in four of the City’s boroughs, building instead four Facilities close to courts, families, and services. These will constitute a smaller, safer, and more humane approach to this ever-shrinking part of our justice system; offering dedicated space and better connections to families, attorneys, courts, medical and mental health care, education, therapeutic programming, and service providers.

These major civic structures will give physical form to and support a transformed approach toward criminal justice for New York City that has been catalyzed by the work of formerly incarcerated people, reform advocates, city agencies, legislative bodies, and community and service organizations. The Borough-Based Jails Program (BBJ Program) is informed by a focus on the dignity of each person who is in custody, works in, or visits the Facilities. It is grounded in an understanding of the context and continuity of people’s lives that requires supportive services such as health care and education—both inside the Facility and linked to the community—and that focuses on the need to reintegrate individuals into their neighborhoods upon release.

The City of New York is committed to producing buildings of high quality, equal to the immense impact they will have on the lives of individuals, and befitting their prominent locations in New York’s boroughs. These Facilities must be beacons of high-quality civic architecture that integrate into the immediate neighborhood context and are assets to all New Yorkers. This requires the best work of talented architects, engineers, and builders.

The City will build four modern, humane Facilities located in Manhattan, Brooklyn, the Bronx, and Queens that will house no more than 3,300 people and will require 3,544 beds to allow for operational flexibility of the Department of Correction (DOC). The Department of Design and Construction (DDC) plans to award a separate design-build contract for each of the four structures, as well as five early works packages at all four sites. This Request for Proposals (RFP) is for the Brooklyn Facility (the Project).

1.2 Project Overview and Goals

The Brooklyn Facility Project consists of Design-Build services for a fully functional, operational, and easily maintainable new Facility to meet all programmatic requirements. The Brooklyn Facility (Facility) will be located at 275 Atlantic Avenue, the site of the former Brooklyn Detention Center, and will include space for on-site services and programming, indoor and outdoor recreation, food services, staff offices and Facilities, amenities, below grade accessory parking, and a secured entry (sally port). The Facility will contain 886 beds for men, and will provide 292 accessory parking spaces below grade for DOC staff. In addition, the Facility will provide 30,000 square feet of community space with frontage on Atlantic Avenue and wrapping the building corners at the Avenue's intersections with Boerum Place and Smith Street. The total Building Gross Square Footage (BGSF) is approximately 816,900 square feet.

The Brooklyn Facility must provide DOC with the ability to transfer persons in custody through an existing below grade connection to the Kings County Criminal Court on the North side of State Street . The Kings Counrt Criminal Court is located at 120 Schermerhorn Street. An interim sally port located at the Kings County Criminal Court must be dismantled once the new Facility becomes operational. Consideration must be given to maintaining the continuity of court operations during construction and transition to use of the new Facility.

To successfully complete this Project, the Design-Builder must balance design, functionality, cost, constructability, and durability, providing the best value to the City and exemplifying the City's principles of Project Excellence [https://www1.nyc.gov/site/ddc/about/dc-excellence.page].

1.2.1 PROGRAM GOALS

The City's overarching goals for all Facilities and related projects undertaken as part of the BBJ Program, including new Facilities and Early Works, such as dismantle and swing space projects, are described below.

1. The design and construction of the new Facilities must be grounded in dignity and respect through offering spaces dedicated to promoting better connections to families, attorneys, courts, medical and mental health care, education, therapeutic programming, and service providers. These Facilities must enable effective and tailored programming, provide appropriate housing for those with medical and mental health needs, and facilitate enhanced opportunities for stable reentry into the community.

2. The design and construction of the new Facilities and related projects of the BBJ Program must provide a safe, humane, secure, and efficient environment for all those who work, visit, or are in custody within these Facilities.

3. The design and construction of the new Facilities and related projects must be beacons of exemplary public architecture that thoughtfully respond to the urban context, contribute positively to the character of the surrounding neighborhood and streetscape, and serve as civic assets for all New Yorkers.

4. The design and construction of the new Facilities must strive to relate to the city it is in and create a sense of place for the citizens it serves. As good civic architecture, the Facilities must be welcoming and inclusive,

serving all regardless of ability, race, creed, or gender. The Facilities must embody a generative spirit that does not stagnate on a fixed identity and is uplifting rather than authoritative, empowering the people and community it serves.

5. The provision of exceptional design based on the thoughtful engagement with City agencies and community partners.

6. The construction and related operations must minimize impacts to neighboring properties and facilities and the community at large; achieve dust and noise mitigation standards that exceed minimum regulatory thresholds.

7. The provision of site safety in and around all Project sites.

8. The optimization of overall operations and maintenance efficiency.

9. Completion of all Projects is within budget and on schedule.

10. Innovative solutions are proactively implemented to accelerate the Project schedule while controlling cost and maintaining quality and safety.

11. The provision of robust minority- and women-owned business enterprise participation.

12. The exemplification of the City's principles of Project Excellence, including excellence in design, construction, and project delivery.

2. Design Principles & Guidelines

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2. Design Principles and Guidelines

2.1 Introduction

The following Design Principles and Guidelines are provided to identify key qualitative goals, some of which are specific to Brooklyn Facility Project, to aid design-builders in preparing proposals, inspire creative solutions, and support the evaluation process. Site-specific design goals are organized into two sections:

1. **Design Principles** represent the broadest conceptual goals for achieving high-quality and civic design.
2. **Design Guidelines** define physical building attributes and project-specific goals that achieve the overarching principles.

2.2 Design Principles

2.2.1 SUPPORTIVE ENVIRONMENTS

The City aims to create a dignified, safe, and healthy environment for all individuals within these Facilities—including people in custody, staff, visitors, and service providers—conducive to justice in every sense of the word. This approach is grounded in an understanding of the context and continuity of people's lives, on the importance of supportive services such as health care and education, and on the need to reintegrate individuals released from custody into their communities .

1. **Convey dignity and respect** for people in custody, staff, visitors, and service providers by creating high-quality environments that are well-suited to their intended use, with a scale, character, and appearance that reflect everyday home, work, and educational settings. Materials, fixtures, furnishings, and lighting should be warm and inviting and should not appear institutional.

2. **Promote safety and security** for those who are in custody and work within the Facility through clear sight lines, simple and intuitive wayfinding, well-lit spaces, and effective use of technology that supports the human experience. Security technology should be seamlessly integrated to facilitate operations while allowing the physical space to appear open and welcoming.

3. **Grant a sense of personal agency** by allowing those who are in custody and work within the Facility to move safely and easily between different settings, including housing, gathering, and program spaces. Where possible, design solutions should allow individuals the ability to personalize their space, and control attributes such as light and temperature. Enable privacy for personal spaces and offer opportunities for solitude and reflection.

4. **Foster wellbeing** by creating healthy and active environments that reduce stress and promote comfort. Maximize access to daylight and fresh air by providing views of nature and vegetation wherever possible. Promote daily physical activity by providing spaces for active recreation as well as opportunities for independent movement throughout the building. Create positive environmental conditions including healthy air quality, comfortable temperatures, noise-mitigating acoustics, appropriate and variable lighting, and high-quality, sustainable materials.

5. **Create inclusive spaces that ensure accessibility for all** by exceeding baseline accessibility requirements to provide dignified and equitable usability. Design spaces to support the needs of people with differing social, cognitive, mental, and physical abilities, as well as diverse racial, ethnic, gender, sexual, religious, and cultural identities.

2.2.2 CONNECTED COMMUNITIES

These Facilities should be designed to support the communities within – including people in custody, staff, service providers, and visitors — to enhance the network of support available to individuals in custody and help reintegrate them into their neighborhoods upon release.

1. **Welcome visitors** by creating a comfortable and engaging visitor experience from the first moment of arrival. Entrances and lobbies for visitors should be visible, open, and welcoming, and should facilitate a smooth and efficient transition into and out of the building. Visitor spaces should be comfortable, respectful, and calm, and should support people with diverse needs, including families with small children and the elderly.

2. **Support staff and service providers** by creating comfortable and calming spaces dedicated to meeting the personal and professional needs of those who work in the building. Provide high-quality staff support areas to meet, dine, relax, engage in physical activity, and pursue on-site professional development.

3. **Reflect community living** by designing housing units to foster positive social interactions among people in custody, and staff. Provide engaging, appropriate, and flexible spaces that can support a range of group and private activities, including programming, services, and daily activities such as dining and recreation. These spaces should be designed with finishes that are easy to maintain and that connote a residential, non-institutional experience.

4. **Ease access to resources** by providing engaging spaces that support a broad range of programming for people in custody, including cooking, recreation, education, workshops, and skills and job training. Program spaces should enable people to work together, promoting a sense of common purpose and shared responsibility. Spaces for health care, legal services, counseling, housing assistance, community- and faith-based organizations, and others should be clearly visible, accessible, and welcoming to those in custody and to service providers arriving from outside the Facility.

5. **Connect to the neighborhood** by incorporating services and amenities that support the surrounding community. The design should enable an exchange between the Facility and the outside community, where appropriate, dependent on the specific needs of the borough.

2.2.3 CIVIC ASSETS

These new Facilities should serve as resources and assets for all New Yorkers, exemplifying outstanding public architecture that contributes to a sense of place while celebrating and contributing to the unique character, history, and culture of surrounding communities. No longer isolated and out of sight, these new jails must be understood as significant civic institutions, as much a part of the City's life as libraries, fire houses, and schools.

1. **Express civic character** in the public realm through design, with massing, fenestration, and materiality that enhances the neighborhood and is inviting to the public. Public entrances and adjoining community facilities should be prominent, welcoming, and accessible to all.

2. **Respond to neighborhood context** through strategies that complement surrounding buildings and open space. Massing and façade articulation should be used to respond to the urban and human scale and relate to adjacent buildings. The design should consider the multiple perspectives and approaches from which the building will be experienced.

3. **Create connections** by activating the site in response to pedestrian routes and neighborhood amenities, including nearby transit, parks, and other destinations. Locate and design entrances, community facilities, and public open space to be visible and accessible from locations with pedestrian activity.

4. **Enhance the pedestrian experience** by designing the ground floor and open spaces to engage the public and contribute to the character of the streetscape and public realm. Ground floor façades should enliven the sidewalk experience by highlighting active community uses, providing visual connections between inside and outside, and by responding to the human scale. Vehicular entrances and streetscape security components should be discreet and well-integrated with the pedestrian experience. Open spaces should be accessible, inviting, and safe, and should support the community with amenities such as planting, shade, seating, lighting, and wayfinding.

5. **Integrate building systems and services**, including security, lighting, mechanical systems, utilities, waste disposal, and vehicular queuing into the design of the building. Security measures should be unobtrusive, allowing the Facility to integrate into the neighborhood context. Appropriate lighting should be used to enhance the nighttime environment while controlling the spread of light to neighboring windows. Building systems and associated access points should be discreet, secure, and screened from view. Vehicular entrances and exits should be designed to allow queuing within the Facility, minimizing impacts on adjacent streets and sidewalks.

2.2.4 ENDURING RESOURCES

These Facilities should be designed to stand the test of time as enduring community assets aligned with the goals of the City's OneNYC 2050 Strategic Plan [https://onenyc.cityofnewyork.us/].

1. **Optimize performance** by employing innovative and multilayered solutions to achieve high standards of environmental sustainability. Limit the use of natural resources by optimizing energy performance, minimizing greenhouse gas emissions, limiting water use, and reducing construction waste. The design should meet and exceed established standards for green buildings and infrastructure.

2. **Enhance the urban environment** by managing stormwater, offsetting heat island effect, using native vegetation, and considering impacts on local and regional ecosystems, including fauna such as migratory birds. The design should contribute to a comfortable surrounding environment by considering solar and wind exposure and other local microclimate effects.

3. **Design for longevity** by enabling simple, cost-effective operations and maintenance and selecting high-quality materials with demonstrated durability. Materials and fixtures should be easy to clean and should stand up to high levels of traffic without appearing harsh or institutional. Building systems, features, and equipment should be easy to maintain, update, and replace when needed.

4. **Embrace resiliency** by planning for emergent and long-term risks, including changing climate and public safety conditions. The building and site must perform effectively during extraordinary and unforeseen circumstances, and maintain or quickly regain functionality in the face of operational stress or disturbance.

5. **Anticipate future change** by enabling the building and site to adapt to changing conditions and future needs. Consider how program layout and stacking, structural and building systems, construction assemblies, and technology can support flexibility for operational and programmatic changes in the building typology and use.

2.3 Design Guidelines

The following design guidelines build on the broader design principles by outlining key qualitative goals for the Facility in seven key areas: urban relationships, streetscape and open space, building exterior, community space, public areas, staff areas and custody areas.

Area	Design Guidelines
Urban Relationships	Design to respond to the character of the neighborhoods, communities, and environs of the Project Site. Overall, the Facility should feel inviting to the public and well-integrated with the surrounding context. The following specific vantage points should be considered: • Consider the intersection of Boerum Place and Atlantic Avenue as a gateway • Consider that the building will contribute to a distinct edge or division along Atlantic Avenue between downtown Brooklyn to the north and low-rise residential neighborhoods to the south • Consider the view of the building from Smith Street particularly when heading north from Boerum and Cobble Hill neighborhoods • Consider the view of the Facility from Atlantic Avenue at Court Street looking east as the urban landscape transitions out of a residential scale, and similarly at Hoyt Street looking west. • Consider the pedestrian perspective from all vantage points and how perceived bulk and scale can be mitigated. Ensure the Facility embodies a civic presence through its design. Primary entrances and public spaces should be community facing and inviting. Design vehicular access points on State Street and Smith Street to optimize operational efficiency of the Facility while minimizing impacts on the sidewalk and maximizing safety on the street. • Recess the accessory parking entrance along Smith Street to limit sidewalk encroachment and potential conflict with the well-used bicycle lane. Envision Boerum Place as a civic corridor running from Downtown Brooklyn. Design to respond to and strengthen the relationship of civic institutions to one another.
Streetscape and Open Space	Enhance the pedestrian experience in and around all sides of the Facility by providing active street-level frontages and permeability through the development, where possible. Consider incorporating moments within the public realm surrounding the Facility that provide a sense of calm and serenity for both visitors and workers. Advance and support public art as an opportunity for activating the public domain. Successfully integrated artwork can further Project excellence by conveying a sense of welcome, highlighting the unique qualities of a place, sparking the imagination, encouraging social interaction, promoting awareness, and understanding, challenging assumptions, or simply beautifying a space and providing visual interest. For instance, the non-profit Groundswell installed Justice Mandala I and

Area	Design Guidelines
Streetscape and Open Space continued	Justice Mandala II murals on the north façade of the former Brooklyn Detention Center, activating the State Street frontage. Consider how visual connections can promote physical connections; use visual corridors to highlight through-site and through-building circulation. Design pedestrian entrances, frontages, and sightlines to provide clear communication of access to services and destinations in the Facility. Consider creation of open public space at or near the visitor entry on Boerum Place. Improve the streetscape along Atlantic Avenue with high-quality street furniture, landscaping, and other streetscape amenities. The community favored seating with natural foliage as opposed to formal or playful seating. Design to incorporate green infrastructure, native planting, and habitat support selected for its ability to thrive in local microclimatic conditions. Engage the community during the construction phase with an inviting and accessible presence near the Project Site to provide site-specific information and address community concerns through the Community Construction Liaison space. Activate the perimeter of the construction site, considering opportunities for graphics, Project information, or temporary artwork.
Building Exterior	Integrate articulation and the use of different materials, particularly on State Street where the building may rise sharply from grade. To the extent possible, take visual cues from the existing Kings County Criminal Court and the surrounding neighborhood while avoiding imitation. The craftsmanship and design detail that is embodied in the community's historic and traditional buildings is highly valued. Consider materials that complement rather than strictly match nearby buildings. Design the massing and façade to respond to the distinct scale and context of the Project Site without direct reference to design elements of adjacent buildings. Strive to reduce bulk of upper portions, including by pushing mass north toward Boerum Place and downtown Brooklyn. Design with high-quality, durable, and easily maintained materials that perform optimally over the long term. The use of high-quality materials is essential for creating buildings that convey a sense of quality desired for the community. Consider ways to further break down the overall massing such as avoiding co-planar material connections, articulating ground-level facades to read as substantial changes in the façade or employing the use of vertical volumes and changes in height. Create functional facades; avoiding use of decorative elements that serve no function, but instead are performative. Consider use of functional components, such as sun shades or window frames to provide depth and delineate shadow.

Area	Design Guidelines
Building Exterior continued	It is not necessary that the Facility reads as one building. The design may acknowledge that the site sits at the confluence of different typologies: civic institutions, new high rise residential and historic townhouses. Design a welcoming and prominent entrance for visitors to the Facility on Boerum Place that is convenient and accessible to those arriving by foot, public transit, car, or bicycle. The main entrance should reflect the significance of the building as a civic asset expressed in generous proportion that encourages pedestrian circulation. It should consider the community's appreciation for an entrance that would complement the surrounding community and preference for a design that reflects the safe, small and charming atmosphere of the community. Design to respond to the human scale on all building sides by creating visual interest to actively engage pedestrians at the ground level from all surrounding streets. Avoid uninterrupted blank walls to the maximum extent possible at the pedestrian level along all building facades. Design to minimize the visibility of sensitive interior operations while offering the public an alternative to a blank facade. There are high-rise residential buildings on the northern, eastern, and western sides of the site and low-rise mixed-use buildings to the south. Design exterior lighting to enhance and respond to the distinct character and nighttime environment on each side of the building. Security lighting intended for regular use should be unobtrusive, well-integrated with the building design, and consistent with the character of architectural lighting to direct light where it is needed, rather than indiscriminately. Design the façade to avoid creating lethal illusions for wildlife in transparent or glazed expanses.
Community Space	Consider use of transparency above the minimum requirement at the ground level for community space(s) along Atlantic Avenue and wrapping the corners of Boerum Place and Smith Street to be prominently visible and inviting to encourage their use. Design to enable a broad range of community space(s) at the ground level such as museum space, professional schools, satellite for community college education programs, library, health care facilities, community center, non-profit institutions, and food programs. Strategies such as maximizing the ceiling height, planning for appropriate room sizes with significant street frontage and adequate depth, and ample daylighting can help ensure that these spaces best support the needs of future operator(s). The community space should be designed to complement the small-scale retail storefronts that characterize Atlantic Avenue.

Area	Design Guidelines
Community Space continued	Design to enable the future community operator(s) and commercial operator(s) to install graphics, signage, and security systems that may be required. Consider community preferences for spaces that do not look too corporate or industrial.
Public Areas	Design the lobby to be welcoming and appropriately scaled for a civic building, with space to generously accommodate all guests and visitors at all hours of the day. Consider community preferences for a public lobby space that has a simplistic and clean design. Avoid design that leads to visitor queuing outside of the facility on State Street, impacting the visitor and pedestrian experience. Consider ways to integrate public art for the greatest impact to all who enter, including persons in custody, staff, service providers, families, and visitors. Design public areas to enable simple and intuitive wayfinding that is easily understood by people of different languages and cultures. Design public areas to be open and appealing, prioritizing natural light with high-quality finishes and fixtures that contribute to an inviting, non-institutional environment. Design seating and furnishings across a variety of program settings to encourage positive and face-to-face interaction, and to allow people to gather comfortably. Provide clear sight lines for easy oversight, and where appropriate, for supervision of children. Ensure individuals released from custody have access to reentry support services as they exit through the public lobby. Design a comfortable, engaging visiting experience for parents and children by creating a lively and welcoming environment enriched with daylight, color, and texture. Design welcoming visiting spaces that reflect everyday living and working environments, allowing people in custody to visit comfortably in a relaxed setting with family members and other individuals in their support network. Design the public lobby to be sensitive to privacy concerns. Integrate security screening of any kind discreetly to uphold the privacy and dignity of all individuals within a thoughtfully organized arrival sequence that is smooth, comfortable, and promotes a sense of calmness. Design for acoustic privacy while maintaining visibility in public areas, especially in children's visiting areas. Design inviting, visually open spaces that minimize the presence of security barriers and visible security elements while maximizing daylight and sightlines.
Staff Areas	Design staff entrances to be discreet and to facilitate the efficient flow of staff into and out of the Facility.

Area	Design Guidelines
Staff Areas continued	Design security and control areas, which must be highly secure, to provide a calming, stress-reducing environment. Design staff support and workspaces with a calming and professional environment that includes abundant daylight, high-quality and durable materials and finishes, and well-considered ergonomics, such as individually adjustable workstations to maximize flexibility. Design to support staff across a range of activities, from daily operations tasks, intermittent touch-down work, to relaxation and wellness needs. Design a comfortable, professional environment for both handlers and canines in the K-9 unit. Materials should be durable and easy to clean without appearing institutional, and acoustics should be managed to control the spread of noise.
Custody Areas	Design to convey respect for all individuals, with a safe, calming, and professional environment that includes high-quality, non-institutional materials and finishes, appropriate lighting that is not excessively harsh or bright, and well-managed acoustics that control the spread of noise. Design spaces to facilitate the orderly flow of activities employing simple, intuitive navigation with one-way movement through stages of processing, and to generously accommodate the anticipated flow of individuals, including during peak hours. Design to provide privacy with acoustic separation between loud, active uses and quiet, passive ones. Design to provide a sense of dignity for sensitive processes such as body scans, searches, and clothing changes, controlling sight lines to provide privacy while maintaining visual oversight. Design all areas with high-quality, durable, and easily maintained materials that perform optimally over the long term. Provide easy access to discharge planning and reentry services and support the efficient return of personal belongings in release areas. Prioritize natural light from exterior openings and a direct view outside. Design to reflect everyday living environments and provide a dignified and comfortable setting for people in custody. Spaces should be well-scaled for their intended use and provide a variety of settings and seating arrangements, including a more personal scale and functional dimension for activities such as dining. Design to provide people in custody a sense of agency and measure of control over everyday functions by enabling safe and easy movement, unescorted where feasible, between different spaces and amenities, such as laundry facilities in housing units to wash their own clothing and bedlinens as desired. Wherever possible, opportunities should be provided for occupants to personalize their space and control the room environment.

Area	Design Guidelines
Custody Areas continued	Design private areas, such as toilets and showers, to carefully control sight lines, providing privacy while achieving the visibility required for oversight. Design housing units to be calming and restful and to reduce situational stress and anxiety, creating a sense of privacy and retreat while maintaining the requisite visual connection by the supervising officer where necessary. New arrival units, young adults, and therapeutic units especially should evoke a safe, restorative, and healing environment. Design to foster positive relationships among staff and people in custody, encouraging them to interact and circulate, while supporting the direct supervision model. The design and layout of spaces should provide visual openness with clear sight lines, and minimize the appearance of physical barriers such as security enclosures. Design to support people of varying abilities through the convenient location of Americans with Disabilities Act (ADA)-accessible beds, toilets, and showers equipped with features such as anti-ligature railings and grab bars as appropriate. Design respite rooms to provide a sense of respite, enabling those in custody to retreat to a quiet, supportive environment that is separate and distinct in character from other spaces. Design to optimize flexibility between housing unit types while meeting their unique requirements to allow adaptation to fluctuations or future changes in population. Design outdoor recreation spaces to be easy and appealing to access from the dayroom with a sense of connection to nature that allows residents to experience the changing of seasons and tracking of time. Their orientation, proportions, and finishes should maximize exposure to daylight and fresh air with enclosures that screen the view to and from neighboring buildings while offering a degree of visual transparency. Required security enclosures should not evoke a sense of cages. Design to provide easy access to information and resources with easy navigation to individual programs and activities that encourages regular use. Design health services areas to provide a calm, orderly, and pleasant environment that contributes to reducing stress and anxiety, with access to daylight and views, comfortable furnishings, appropriate and variable lighting, and easy navigation between individual rooms. Design housing clusters and program areas to reflect everyday professional and educational settings, distinct in character from the housing unit, with flexible spaces that can support a range of programming and learning styles. Program spaces should enable those in custody to seek variety over the course of a day or week, with opportunities for group and lone activities, active and quiet activities, classroom, and hands-on learning. Prioritize rooftops to provide outdoor recreation or garden space wherever feasible for use by people in custody.