

Department of Design and Construction

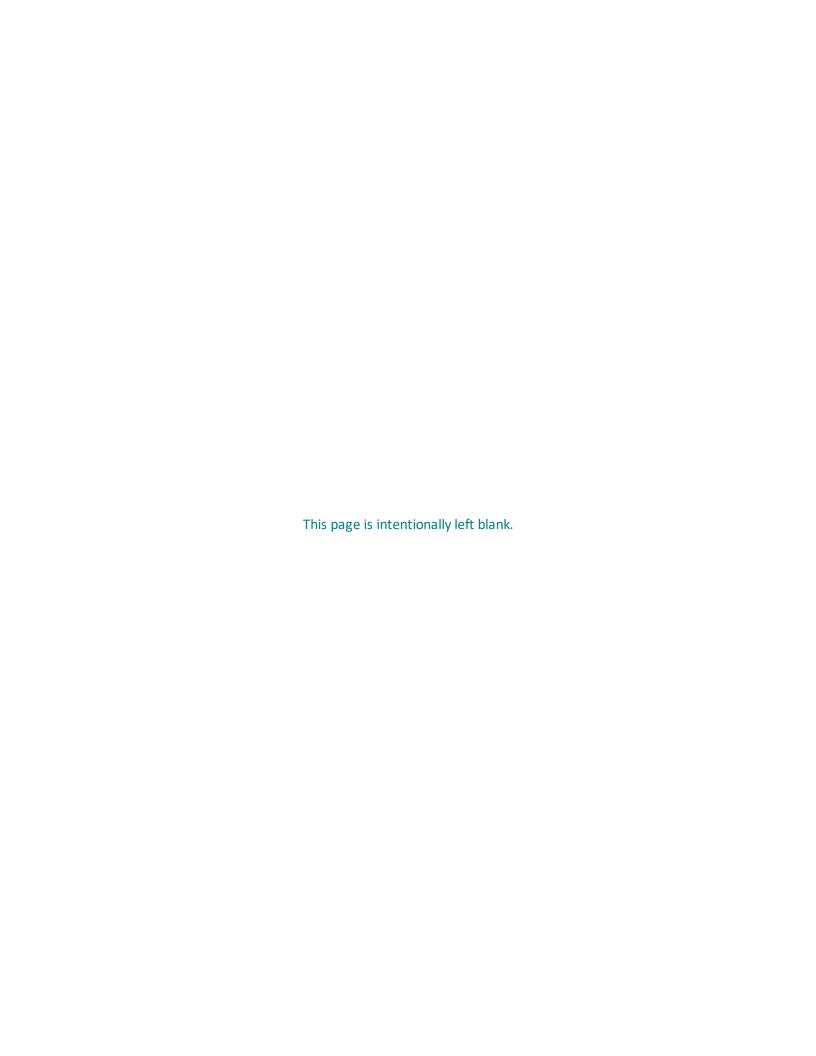
VOLUME 4 / SECTION 2

# Executive Summary and Design Guidelines

NYC Borough-Based Jails Program A Design-Build Program

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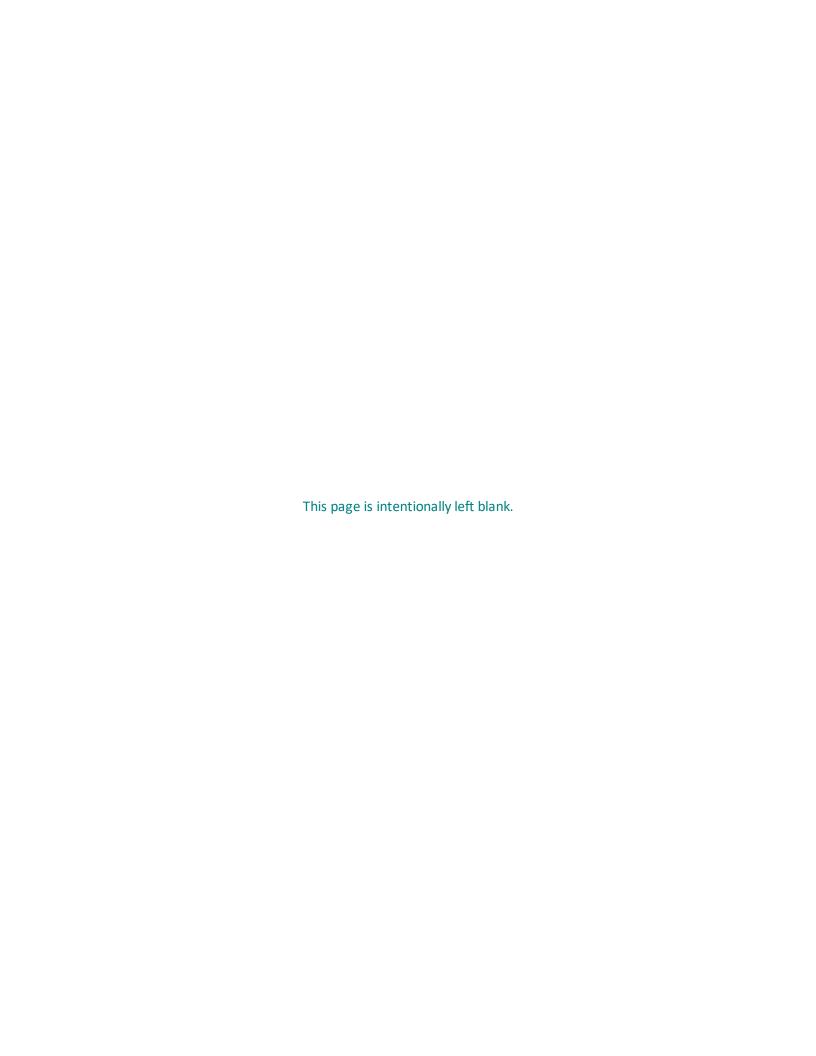
**Manhattan Facility** 



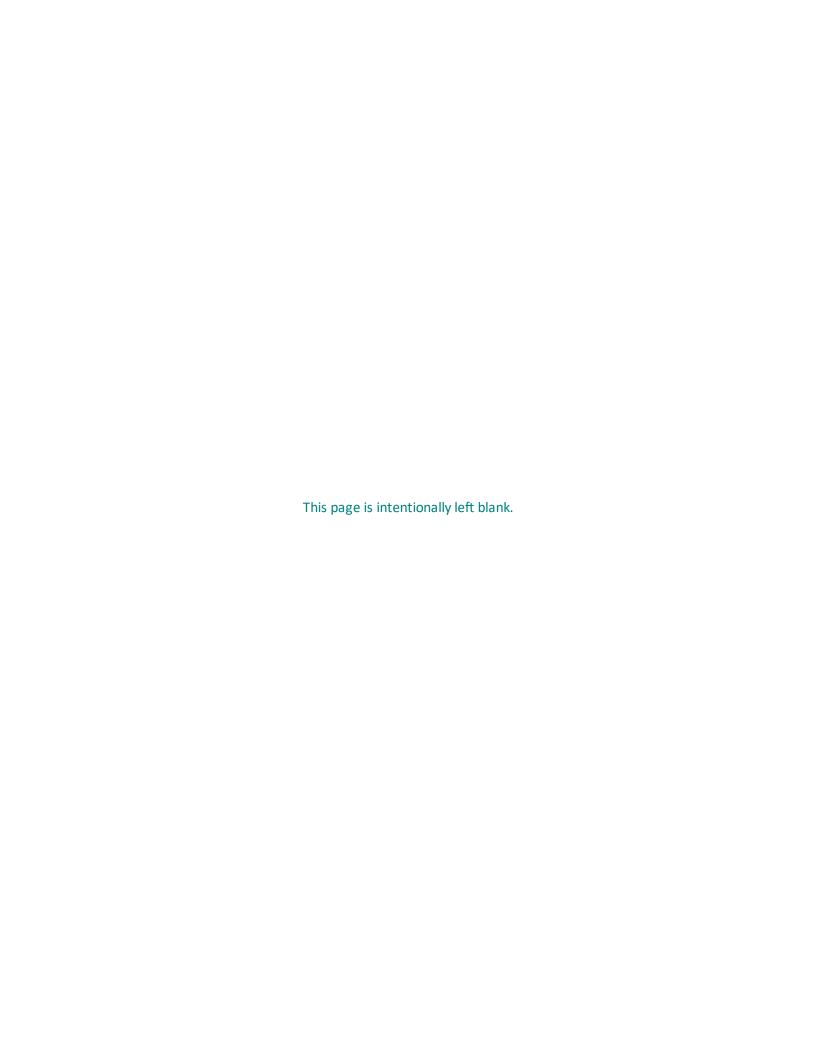
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1. Executive Summary



NYC BBJ PROGRAM 1. EXECUTIVE SUMMARY

### 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 require 4,160 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. These Project Requirements are for the Manhattan Facility (the Project).

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#### 1.2 Project Overview and Goals

The Manhattan Facility Project consists of Design-Build services for a fully functional, operational, and easily maintainable Facility to meet all programmatic requirements. The Manhattan Facility (Facility) will be located at the site of the current Manhattan Detention Complex (MDC) at 124-125 White Street and will include space for on-site services and programming, recreation, food services, staff offices and facilities, amenities, and a secured entry sally port. The Facility will contain 1040 beds and provide 125 below grade staff parking spaces. In addition, the Facility will provide 20,000 SF of community and commercial space.

The Design-Builder must provide coordination with active court operations in adjacent or connecting buildings throughout the duration of the Project.

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 component projects undertaken as part of the BBJ Program, including new Facilities and Early Works, such as dismantle and swing space projects, are described below.

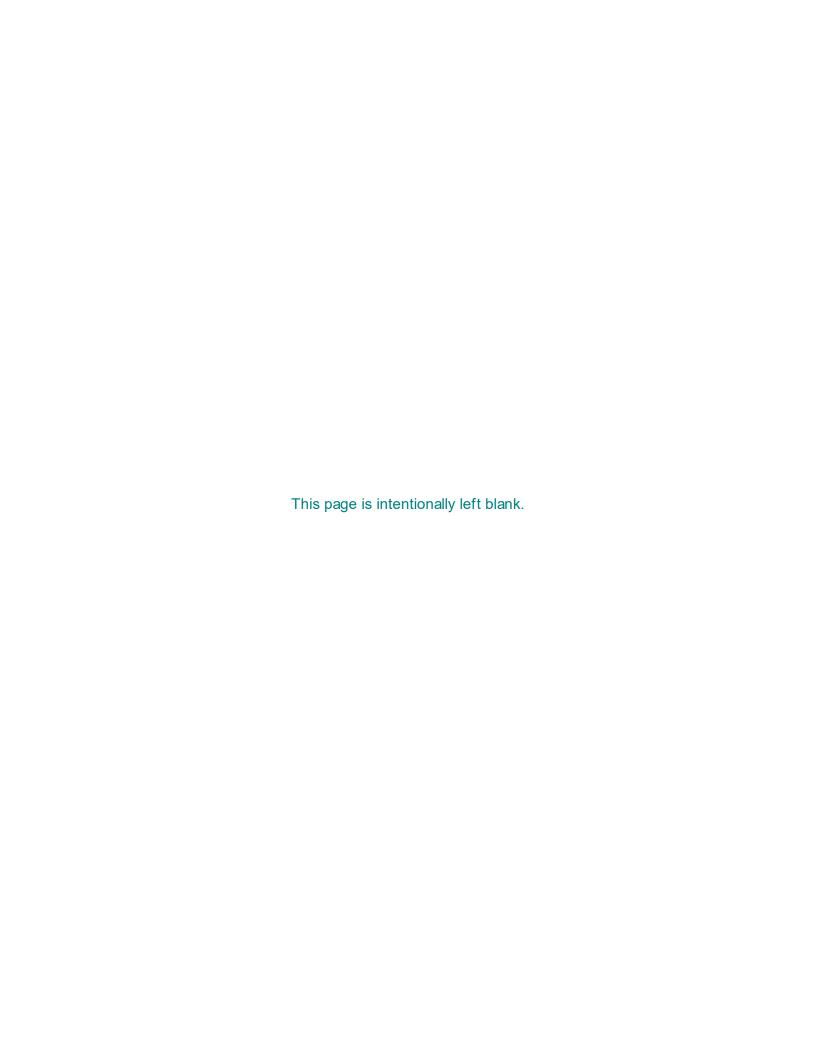
- The design and construction of the new Facilities must be grounded in dignity and respect through
  offering spaces dedicated to promoting better connections to families, attorneys, courts, medical and
  mental health care, education, therapeutic programming, and service providers. These Facilities 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. Refer to the Center for Active Design's Civic Design Guidelines, on creating well-designed public spaces.
- 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 thoughtful engagement with City agencies and community partners.
- 6. The construction and related operations must minimize impacts to neighboring properties, 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.

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- 9. Project completion is within budget and on schedule.
- 10. Proactively seek out innovative solutions 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.

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## **Design Principles and Guidelines**

#### 2.1 Introduction

The following Design Principles and Guidelines are provided to identify essential qualitative goals to aid designbuilders in preparing proposals, inspire creative solutions, and support the evaluation and selection process. They are organized in two sections:

- 1. Design Principles represent the broadest conceptual goals for achieving high-quality and enduring civic
- 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 upon release.

- 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
  materiality 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 and in the surrounding communities – 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 highquality, 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 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, performing optimally over and beyond the course of their 50-year life span 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 storm water, offsetting heat island effect, utilizing 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 upon the broader design principles by outlining qualitative goals for the design of the Facility in seven key areas: urban relationships, streetscape and open space, building exterior, community and commercial space, public areas, staff areas and custody areas.

#### Area

#### **Design Guidelines**

#### **Urban Relationships**

Design to respond to the character of the neighborhoods and communities that surround the Facility, each with their own distinct neighborhood character. The following specific vantage points should be considered:

- The view from the southeast corner of Collect Pond Park and from Foley Square, areas where the Facility will be prominently visible within the Civic Center.
- The view from Canal Street, where the Facility will be most visible at the northwest corner with Centre Street.
- The view from Mulberry Street along the eastern edge of Columbus Park in Chinatown, where the bulk of the building will be experienced from a distance and may appear larger due to topography.
- The view along White Street in Tribeca, where the building interrupts the street grid and will be the focal point for several blocks.
- The view along Bayard Street in Chinatown, where the building interrupts the street grid and will be visible from several blocks away and from the Bowery.
- Consider the pedestrian perspective from all vantage points and how to mitigate bulk and scale so the building is not perceived as a wall. Consider how the building maximizes light and air to the neighboring buildings and open spaces.

Design the Facility and the White Street arcade to serve as an active gateway between neighborhoods, strengthening pedestrian connections along this heavily trafficked route. Particular attention should be paid to linking the busy pedestrian activity along Canal Street to Columbus Park and the interior edge of Chinatown.

Consider ways to complement the neighborhood cultural traditions in the design.

Reflect characteristics of a civic gateway with a sense of procession towards the building along Centre Street.

# Streetscape and Open Space

Design the pedestrian-only White Street arcade to be inviting and hospitable to pedestrians, with generous proportions adding to the feeling of openness appropriate to a civic building. Consider going beyond the minimum ULURP requirements for the arcade. Include removable bollards to ensure that White Street remains pedestrian-only but can be accessed by emergency vehicles. Consider how the massing and expression of entrances at Centre and Baxter Streets can signal the public nature of the space.

Design the White Street arcade, Baxter Street, and Centre Street for active and safe passage 24 hours a day with active-use frontage lining the space, clear sight lines, suitable lighting and security to accommodate active community use at night, and cameras. Consider community preferences for ground lighting in the arcade that creates openness and allows the arcade to act as a public space for community gatherings.

#### **Design Guidelines**

Design a cohesive, engaging, maintainable, and durable streetscape experience along Baxter and Centre Streets that is consistent with the character of surrounding blocks. Incorporate elements such as seating, mature street trees, planting and bioswales, wayfinding, and bicycle racks in appropriate locations. Consider opportunities for increasing the width of sidewalks. Bollards and other protective devices should be incorporated to maintain pedestrian safety. Consider community preferences for seating that builds a sense of togetherness and is appropriate for seniors and disabled individuals. Consider design of street furniture that is comfortable, but prevents individuals from sleeping or reclining on them.

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.

Design to encourage a safe and direct pedestrian crossing from Columbus Park to the White Street arcade. Since this route receives heavy pedestrian traffic diagonally across Baxter and Bayard Streets, the design should signal a safe point of crossing to minimize conflicts between pedestrians and vehicles exiting the sally port.

Design vehicular access points on Centre and Bayard Streets to minimize impacts on the sidewalk by providing clear sight lines for exiting vehicles, allowing ample space for queuing within the Facility, and recessing gates and entrances to limit sidewalk encroachment. Ensure that emergency vehicles have adequate access to the site.

Design to activate the perimeter of the site during dismantling and construction, considering opportunities for graphics, project information, or temporary artwork.

Explore opportunities to improve pedestrian pathways at the intersection of White Street and Centre Street to allow for more circulation space and to assist with integration of security infrastructure.

Consider planting, trees or other landscaping measures at vehicular access points to soften impact. Especially key at sally port entry on Baxter Street and exit onto Centre Street, helpingto demarcate these areas and screen from other active uses and or public seating areas.

#### **Building Exterior**

Design the massing and façade to respond to the distinct scale and character of the Facility's two street exposures, including the large-scale civic buildings along the 75-foot-wide Centre Street and the smaller-scale residential buildings on the 50-foot-wide Baxter Street. Strategies such as setbacks, material differentiation, expression of the building base or podium, and concentration of the bulk toward Centre Street should be explored to relate to the surrounding building heights and reduce the experience of excessive bulk along Baxter Street. Explore opportunities to increase setbacks and reduce the building height where possible.

Design the ground floor condition to complement existing uses along Baxter and Centre Streets, for instance by positioning community-oriented and local commercial uses along the Baxter Street side and the White Street arcade and avoiding blank walls to the maximum extent possible.

#### Area

#### **Design Guidelines**

Design a welcoming and prominent entrance for visitors to the Facility on Centre Street, convenient and accessible to those arriving by foot, public transit, car, or bicycle.

Articulate a clear relationship with the architectural character of the existing historic complex of the Criminal Courts Building at 100 Centre Street, which will connect to the Facility, recognizing its adjacency to the Chinatown/Little Italy Historic District and addressing the following:

- Create massing that relates harmoniously with the existing building complex and the immediate contextual environment.
- Introduce meaningful massing gestures while keeping in mind programmatic constraints to sculpt the form and avoid highlighting the facades as only "surface".
- Express a pattern of elements and organizing geometry that extends and relates to the overall façade rhythm and proportions of the existing building complex.
- Create fenestration that relates harmoniously with the strong vertical articulation and clear fenestration pattern of the historic building.
- Harmonize new materials with the materials of the existing building complex and enhance the compatibility between new building and existing through the choice, quality, location, and detailing of materials. Study facade to enhance areas around the jail such as Columbus Park.
- Make meaningful relationships with colors, textures, and detailing that visually fit together.
- Demonstrate a clear and intentional relationship between new and existing building complex that helps a viewer read the layers of the overall development.

# Community and Commercial Space

Design to minimize the visibility of the sally port, screening it from view where possible and discreetly integrating entrances, exits, and security measures with the design of the Facility. The design should consider the pedestrian experience alongside the sally port in addition to views from the surrounding neighborhoods and from above.

Design exterior lighting to enhance and respond to the distinct character and nighttime environment on each frontage of the Facility. Security lighting intended for regular use should be unobtrusive, well-integrated with the building design and consistent with the character of architectural lighting and should direct light only where it is needed.

Design community spaces and commercial space to complement existing neighborhood resources, including nearby Columbus Park. Community and commercial spaces should be prominently visible and welcoming to encourage their use.

#### **Public Areas**

Design to enable a range of different uses by enhancing the quality and flexibility of the community and commercial space. Strategies such as maximizing the ceiling height, planning for appropriate room sizes with significant street frontage and adequate depth, and providing ample natural light can help ensure that the community space(s) best supports the needs of future operator(s).

#### **Design Guidelines** Area

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 an entry that is distinct and recognizable.

Design public areas to enable simple and intuitive wayfinding that is easily understood by people of different languages and cultures. Design public areas to respond to the different cultures of people using the Facility.

Design public areas to be open and appealing, prioritizing natural light with highquality finishes and fixtures that contribute to an inviting, non-institutional environment.

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 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, 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 for acoustic privacy while maintaining visibility, especially in children's visiting areas.

Design inviting, visually open spaces that minimize the presence of security barriers and visible security elements.

Design public areas, including restrooms, with durable materials that can be easily maintained.

#### Staff Areas

Design staff entrances to be discreet and to facilitate the efficient flow of staff into and out of the Facility.

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 wellness needs.

# Area Design Guidelines 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 entering or leaving custody, with safe, calming and professional environment that includes high-quality, non-institutional materials and finishes, appropriate lighting that is not excessively harshor bright, and well-managed acoustics that control the spread of noise. Design spaces to facilitate the orderly flow of activities employing simple, intuitive

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.

Provide easy access to discharge planning and reentry services and support the efficient return of personal belongings in release areas.

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.

Prioritize natural light from exterior openings and a direct view outside.

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. All units should evoke a safe, restorative and healing environment.

Design to provide people in custody a sense of agency and measure of control over everyday functions by enabling safe and easy movement, between different spaces and amenities, and 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.

Design to foster positive relationships among staff and people in custody, encourage them to interact and circulate, supporting the direct supervision model. The design and layout of spaces should provide visual openness with clear sight lines, minimize the appearance of physical barriers such as security enclosures.

Design to support people of varying abilities through the convenient location of ADA-accessible beds, toilets, and showers equipped with features such as anti-ligature railings and grab bars as appropriate.

Design private areas, such as toilets and showers, to carefully control sight lines, providing privacy while achieving the visibility required for oversight.

#### Area

#### **Design Guidelines**

Design 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. 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 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 to encourage regular use of and provide easy access to information and resources with easy navigation to individual programs and activities.

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.

Design rooftops to provide outdoor recreation or garden space wherever feasible for use of people in custody.

Consider opportunities within the Facility to display artwork by people in custody and/or staff.