

## Ten Components of Justice Facility Projects and How We Support Them by Allen Beck, Ph.D.

JCI has identified ten components of justice facility projects. This list of components is not exhaustive, as variations of the facility planning-design-construction process are sometimes encountered. However, the list presents a starting place for discussion about how JCI can support the local architect. Exact roles and services will vary, depending upon RFP requirements and support needs of the local architect.

Two components in the list may be optional, i.e., Component 4 (the financial feasibility study) and Component 10, (post-construction transitional services for start-up of jail operations). These, also, are two of the three components in which JCI would perform most or all of the work. The third component in which JCI would perform most of the work is prearchitectural planning (Component 1).

### **Component 1: Initial Walk-Throughs and Preliminary Needs Assessment**

**Suggested Role of JCI:** We can brief you about what needs to be collected in order to assess local jail needs and to pursue a jail project. Also, we can provide an interview format and data collection checklist that is based on what we have found important in making initial jail visits. This checklist is based on over twenty years of experience of performing walk-throughs, discussing jail and justice center needs with users, assessing the status of local decision makers, responding to RFPs, and working on jail planning projects. After making the initial jail visit(s) we will provide insights into the next steps to take. We will also help identify what jail or justice facility pre-architectural planning services are likely to be needed.

**Suggested Role of the Local Architect:** The local architect, of course, should take the lead in establishing his/her visibility in the potential project. This includes making the site visit(s), performing the interviews, and discussing capabilities with the county commission.

### **Component 2: Proposal Development**

We believe that a proposal should reflect the high level of organization and "polish" that is expected in a multi-million dollar project. We have seen architects throw together proposals that are poorly thought out and that contain inconsistently formatted materials. We are not comfortable with that. Our work is not shoddy and the client/owner should expect our work to reflect quality, from beginning of the proposal process, through the design phase, to the completion of construction and move-in. Unless you have the project "wired," a poorly conceptualized and written proposal is, usually, a waste of time.

**Suggested Role of JCI:** In the instance that the county commission decides to issue a single RFP to plan and design a jail, we recommend that you invite our support to assist in developing the proposal. This assistance will involve discussing the scope of work and what our team can contribute

to each of the critical elements of the project. Keep in mind that your firm will be the prime, but that we can circle around and assist. After we have determined how our services can be effectively integrated, we can help by writing certain sections of the proposal and sending them to you electronically, in either MSWord or WordPerfect formats. Our company literature, for inclusion in the appendix of a report, is also available electronically. Given our extensive experience in writing justice facility proposals, we can help you quickly develop the format of an effective proposal.

In the instance that the county commission chooses to issue a pre-architectural planning RFP prior to a design RFP, we will work with you to determine how best to address the relationship of planner and architect. We are committed to objectivity in planning the size of a facility. We wish to remain free of influence, or the appearance of influence, of the fees that will be earned in the design phase. It is not uncommon to hear the accusation that some architects have been tempted to inflate jail capacity requirements in order to earn higher fees in subsequent project phases.

**Suggested Role of the Local Architect:** The local architect will take the lead in writing and word processing various parts of the proposal. Overall consistency, quality, reproduction, and delivery of the document will be managed by the local architect.

### **Component 3: Prearchitectural Planning**

Prearchitectural planning is a process that refines the initial ideas of members of the criminal justice community and county commission about what should be contained in a jail or justice center. In a jail, for example, the sheriff is not the only facility user. Judges and prosecutors see the space as both a resource for housing pretrial defendants and a place in which various types of sanctions for sentenced offenders can be administered, such as straight jail time, work release, and weekend incarceration. Importantly, the jail planner must ascertain how these users may change their jail use policies when adequate space becomes available. The jail planner must also take into account jail population growth rates and how to economically phase future expansion. In addition, site selection and initial cost estimation often occurs in this phase. Familiarity with criminal justice needs and social and physical environmental impact issues is important in site selection. The jail planner, also, has to understand the criminal justice system, its operations, philosophy, and legal issues in order to effectively communicate with the community and to obtain relevant public inputs in the planning process. Such communication is important, as it can make the difference between success and failure in a bond referendum.

**Suggested Role of JCI:** Prearchitectural planning is often contracted by a county as a separate endeavor, apart from the design of a facility. In other instances, a county will select a planner and architect as a team for the entire planning-design-build process. In both settings, JCI is able to perform most of the activities, including:

- Forecasting
- Evaluating User Needs
- Functional analysis of space needs
- Phasing of expansion

- Structuring communication with the public
- Working with jail planning committees
- Performing social justice impact analysis
- Performing social justice impact analysis
- Site selection
- Developing an initial project cost estimate

**Suggested Role of the Local Architect:** Whenever possible, the local architect should participate in community communication, site analysis, and refining the project cost estimate. Of course, this depends on the nature of the RFP and whether its intent is to separate architects from the prearchitectural planning process.

#### **Component 4: Financial Feasibility Study**

Financial feasibility studies are more varied in composition than prearchitectural planning studies. Sometimes elements of prearchitectural planning are contained in a financial feasibility study. These studies examine the financial condition of a county, various funding options, facility development options, and a range of other considerations, such as privatization. In performing these studies, JCI typically works with the bond underwriting industry to perform requisite analyses and provide appropriate documentation. As a result of extensive experience in funding government projects, lobbying, and working with private vendors of correctional services, JCI has been able to identify innovative facility development options that are not usually known by architects and jail planners.

**Suggested Role of JCI:** As discussed above, JCI will perform most of the activities of this endeavor.

**Suggested Role of the Local Architect:** Depending upon the nature of the study, the local architect may provide assistance in site selection, cost estimation, etc.

#### **Component 5: Programming and Concept Design**

As might be expected, programming a jail or justice center is an undertaking different from all other types of building projects. A jail is a combination of restricted access facility, residential facility, health clinic, and psychological crisis center that is infused with specialized building "hardening" features. Conceptualizing facility requirements requires more than just asking local users about what they think they need. Administrators and staff who have had to operate in inadequate and outdated facilities, usually, are unable to adequately specify what is needed in a new jail or justice center. This is where the JCI's experience of having both designed and operated new justice facilities is very beneficial.

**Suggested Role of JCI:** Both JCI planning staff and the consulting correctional architect would assist in this endeavor. In small facilities the programming choices are more limited. However, in medium and large facilities, interviews of users and operational staff are usually needed to identify requirements unique to the local justice system.

**Suggested Role of the Local Architect:** The local architect should participate in the concept development process.

### **Component 6: Schematic Design/Design Development**

**Suggested Role of JCI:** In this endeavor JCI can provide two types of assistance: technical design assistance and design review. Technical design assistance is that help in which a correctional consulting architect contributes knowledge of standards, how to layout facility operational flows so as to maintain functional security, and detailed knowledge about security furnishings and materials that will be needed for special areas. In the design review, JCI staff who have both planned and operated facilities, will work with the intended facility users and design team to "walk through" the design to check operational effectiveness and efficiency. Also during this phase, staffing requirements will be established through review of the schematic design and interaction with users.

**Suggested Role of the Local Architect:** The local architect will be the coordinator of the development process and oversee that required information from the disciplines is gathered. The local architect will be responsible, architecturally, for designing building elevations and coordinating the facility on the site. The local architect, also, would develop all documentation concerning general characteristics of the building. With assistance of the correctional facility consultant, the local architect will develop the pre-bid estimate of the project construction budget.

### **Component 7: Construction Document Development**

**Suggested Role of JCI** During the development of construction documents, a correctional consulting architect (part of the JCI team) would provide specifications for all of the speciality security items, such as:

- Security and standard hollow metal doors and frames
- Security and standard door details and schedules
- Security and standard door hardware
- Security windows and security glazing
- Security furnishing, tables, bunks, shelves, etc.
- Details on pre-cast and/or steel cell modules, if required
- Security wall sections and details
- Security bar grillage for mechanical duct penetrations, skylights, and etc.
- Security system design, that includes door controls, lighting, utilities, communications, cameras, etc., in an integrated package. Such design will include central and pod control layouts. This package includes the specifications for all components that are mentioned above in specification divisions 11 and 16/17.

**Suggested Role of the Local Architect:** The local architect would complete the general architectural requirements needed to receive bids. This includes all associated drawings and specifications. The local architect would also provide the management and coordination required

to provide the disciplines with information needed to complete the construction documents in a timely manner. In this role the local architect functions as the project manager and provides the direction between client and the design team.

### **Component 8: Bidding**

**Suggested Role of JCI:** The correctional consulting architect will provide assistance to the local architect in the bidding process. For example, the consulting architect will prepare answers to questions that might arise about specifications within bid documents that were developed by the consultant. This support will include, if necessary, additional drawings and/or specifications to ensure that bidding is based on a clear understanding of construction, equipment, and materials requirements. After the bids are received, the consulting architect will assist the local architect in reviewing bids so as to ensure that requirements of the construction documents will be met.

**Suggested Role of the Local Architect:** The local architect would provide any addenda to the construction documents that might be needed. This will include coordinating development of responses to questions from prospective bidders. The local architect, also, will assist the client in receiving and reviewing the received bids.

### **Component 9: Construction**

**Suggested Role of JCI:** During facility construction the consulting architect will assist the local architect in visiting the site, at agreed upon intervals, to ensure that the contractor is constructing the facility according to the intended design and as specified in the construction documents. The consulting architect, also, will monitor construction activities of those aspects for which he developed construction documents. For example, he will review shop drawings and, at various completion points during construction, prepare work lists for aspects that need to be completed and/or constructed in a specific manner. In addition, he will respond, in a timely manner, to questions arising during construction.

**Suggested Role of the Local Architect:** The local architect is the prime contact during the construction phase. Questions raised by the contractor should be directed to the local architect then to the consultant, when relevant. This arrangement ensures that the local architect is aware of all issues arising during construction. Responses from the consultant will also flow through the local architect.

### **Component 10: Transitional Services for Post-Construction Start-up of Jail Operations**

Some jail RFPs include a requirement of providing transitional services for start-up of operations. Such requirements are usually associated with medium and large jails.

**Suggested Role of JCI:** As previously discussed, this is one of the three components in which JCI will perform most, if not all, of the work. JCI will provide the expertise and support for transitional planning and actual management of the activities of opening new facilities. All documents

developed for the transition will be created in a word processing format and provided to the jail administrator so that updates can be made and printed as needed. Typical tasks associated with transitional services include the following:

- Organize and train transition team
- Develop a master plan transition schedule
- Develop a personnel activation schedule
- Develop post orders
- Develop an inmate activity plan
- Develop policies and procedures manuals
- Develop an on-the-job training manual
- Develop an objective inmate classification system
- Develop an inmate handbook
- Develop a corrections staff handbook
- Develop and deliver a pre-occupancy training program to include all organizational groups occupying the facility

**Suggested Role of the Local Architect:** As in all aspects of the cooperative team interaction, the local architect shall be kept informed of progress in providing transitional services.