

N E B R A S K A

# JAIL BULLETIN

MARCH/APRIL 1998

NUMBER 140

The *Jail Bulletin* may be used as a supplement to your jail in-service training program. If officers study the material and complete the attached "open book" quiz, they may receive **one hour of credit**. The bulletin and quiz may be reproduced for staff use as necessary. **We welcome any material you would like to contribute to the "Jail Bulletin"**.

## CIVIL LIABILITIES, UNCONSTITUTIONAL JAILS AND PLANNING OF NEW INSTITUTIONS PART VI

### USING AN ARCHITECT

A county that needs a new jail usually solicits proposals from local architects to prepare the documents necessary for obtaining construction bids. The county typically provides little input to the architect during the design of the facility. The difficulty with this process is revealed only at the point when the facility is completed and doesn't meet the expectations of the county. An architect alone cannot provide the answers to potential management, operations, and security problems of the facility, but many county officials assume that he/she can.

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It is important for counties to recognize the relationships and responsibilities of both the local jurisdiction and the architect in designing a new jail. Counties planning a new jail often have unrealistic expectations of the architect chosen to design the facility. Local architects, on the other hand, are often unaware of the complex issues related to local jails. Both the client and the architect need to be aware of these issues, and county representatives should work closely with the architect throughout the planning and design process.

## **BASIC SERVICES OF AN ARCHITECT**

The standard “basic services” contract between an architect and owner includes the following services:

### **Schematic Design Phase**

- **Architecture Program**—Provided by the owner (i.e., the county, not the architect), the program should provide, in addition to a square footage listing of functions, specifics related to functional relationships descriptions of security systems, operations and management requirements, inmate capacity analysis, and staffing patterns desired.
- **Schematic Design**—From the program the architect prepares schematic designs consisting of drawings and other documents illustrating the scale and general relationship of project components. A preliminary estimate of construction cost is provided.

### **Design Development Phase**

- The architect prepares definitive drawings and documents that define the size and character of the project as to architectural, structural, mechanical and electrical systems, materials and security systems appropriate to the project. The construction cost is further defined.

### **Construction Documents Phase**

- The architect prepares drawings and specifications that detail all requirements for the construction of the project. When specifying special systems, such as security, the architect relies on technical data supplied by the county or manufacturers.

## **Bidding Phase**

- The architect assists the owner in obtaining competitive construction bids or negotiated proposals and in preparing construction contracts with contractors.

## **Construction Phase**

- The architect visits the construction site at appropriate intervals to observe the work in progress and to clarify the contractor's questions about the drawings. Note that the architect is not responsible for negligence of the contractor with respect to construction methods or for failure of specified systems to work properly.

## **WHAT'S EXPECTED OF THE CLIENT**

Working with the architect will involve the following commitments on the part of the county.

- Regular participation in the planning/design process for the new facility.
- An expression of specific goals and expectations for the new facility.
- An attempt to define potential problems in the early stages of the process.
- An openness to suggestions from the architect to develop design solutions.
- A willingness to define project limits and to make decisions.
- An ability to understand the architect's contract.

## **WHAT YOU CAN EXPECT OF THE ARCHITECT**

If the county fulfills these obligations, the following can be expected of the architect.

- the architect and his/her staff should work closely with the county for the duration of the project.
- The architect should be responsive to the county's input during the design process.
- The architect should know the questions to ask.
- the architect should give good, sound advice.
- The architect should provide workable options and solutions.
- The architect should provide proper resources for data analysis and product specifications.
- the architect should work within a realistic budget.

- The architect should satisfy the work schedule.
- the architect should coordinate all work among professionals.

## **WHAT AN ARCHITECT SOMETIMES CANNOT DO**

In addition to the cooperation of the county and the architect, the project may require one or more specialists besides the architect. This will be necessary in cases where neither the county nor the architect is able to provide knowledge of the following issues:

- Current state and national jail standards;
- Sound management principles;
- Good operational flow within the building plan;
- Appropriate security and separation of inmates;
- Appropriate capacity levels of inmates and projected needs for future expansion;
- Appropriate materials, hardware and details;
- Ability to develop an operational program;
- Staff efficient design;
- Reliable cost estimates.

A criminal justice planner may be required to deal with some of these issues. He/she should be able to prepare a concise document addressing them which the county can use in working with the architect. A jail operations specialist may be needed to work with the sheriff or jail administrator to develop an operations manual that is based on an up-to-date management technique not being utilized in the present jail. If a local architect with no experience with jails is developing the bid documents, a jail architectural specialist may be required to develop a preliminary design and a material and equipment schedule which can be given to the local architect.

Any combination of these specialists and the architect would constitute a team. A team approach could involve expanding the basic services of an architectural agreement, listed above, to include any combination of the following services.

- Owner/jail needs analysis;
- Inmate capacity projections;
- Jail operations and program development and implementation;
- Architectural space planning;
- Jail policy and procedure development;
- Determination of staff needs and training;
- Financial feasibility and budget analysis;
- Planning for transition into the new facility.

The ultimate goal of developing a new jail is to obtain a building that

will meet local needs, be affordable, and satisfy justice standards. An architect is a key to meeting this goal, but an architect cannot do it alone. The cooperation and participation of the county and the services of other experts are also necessary.

## **SELECTING AN ARCHITECT**

A number of small jails across the country have suffered from not utilizing the appropriate expertise during the planning and design stages of the project. County administrators often do not know what kinds of information to request or what questions to ask of prospective architects and planners. They are often told to hire local architects in order to ensure direct responsibility and accountability to the project. The administrators are sometimes unaware, however, that a modern jail project is so complex that local architects often do not have the necessary technical expertise to design the best facility for the county.

Several options exist for utilizing either local architects in connection with other specialists or a nationally recognized jail architect to design a new jail. Some of these options follow:

- A local architect is experienced in the issues related to the planning and design of jails. This architect has the technical knowledge to provide a complete planning and design service without the need for additional consultants.
- A specialist is used to prepare a pre-architectural study for the county. This study would be used by the local architect to design the jail. The specialist would maintain an advisory role throughout the project to ensure that the local architect interprets the document correctly and to serve as a source of technical information to the architect and the county.
- A specialist prepares the pre-architectural study as in the preceding approach. However, there is no need for the planner to maintain an ongoing role because the local architect is competent to develop a quality project.
- A jail architectural specialist is hired to do the planning and preliminary design of the project, including an outline specification of materials and equipment. A local architect is then hired to prepare the construction documents and to observe the construction process. The architectural specialist may or may not be retained as an ongoing advisor during the project.
- The county has the necessary expertise to provide the pre-

architectural information to the local architect. All preparations of design and bid documents are done by the architect with assistance from the county.

## **REQUESTS FOR PROPOSAL**

After the county determines its needs for planning and architectural services, selection criteria should be developed for evaluating prospective architects. A Request for Proposal (RFP) stating the selection criteria should also be developed. Criteria for selection might include:

- Past experience with a project of this type or a related project.
- Composition, size, and range of pre-architectural and/or architectural services provided.
- If a joint venture team (more than one organization), definition of specific project responsibilities of each firm.
- Client references for similar projects.
- Identification of people to be assigned to the project, their roles, qualifications and amount of time to be committed.
- Identification of the specific services needed for the project.
- Expectations of the organization's relationship to the county as an information source.
- Time required to complete the project.
- Type of fee reimbursement.

The RFP should also contain the following information.

- A basic statement defining what the RFP solicitation is for.
- A description of the community and its characteristics.
- Definition of the problems that are to be resolved by the project (old jail not in compliance with standards, etc.).
- Description of planning and/or architectural work already

completed.

- Identification of consultants already under contract and/or to be retained.
- Specific description of services desired.
- Specific description of services to be provided by others.
- Description of proposal conditions and format. Elements that would disqualify respondents should be stated, i.e., proposal good for 60 days, Affirmative Action requirements, geographic boundaries of respondents, experience, minimum number of completed projects.
- List of local contact person or persons.
- Identification of the review committee members by name and occupation.

A good RFP might be fairly lengthy and it would be expensive to distribute it to all known specialists. Either of the following distribution methods is appropriate.

- The county may have a specific list of prospective respondents to which the RFP could be sent directly.
- A short announcement in trade journals, newsletters, or newspapers can be used to solicit inquiries for the RFP. Complete RFPs can then be mailed to those who request them.

Approximately four weeks should be allowed for formal responses to the RFP. After this deadline, the county should determine a "short list" of three to six organizations to interview. The interviews should be limited to as few firms as possible to facilitate the county's decision.

From those interviewed, the review committee should select the architect on the basis of responsiveness to specifics in the RFP, good standing in the profession, technical competence of ability to assemble a strong team, business capacity, integrity, and ability to cooperate with all those involved in the project.

The process of acquiring appropriate expertise to develop a new jail is complex and time-consuming. However, careful attention to the crucial decisions involved in obtaining an architect and other experts will be rewarded by a successful project.

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## **QUIZ**

Nebraska Jail Standards require that jail staff receive eighteen (18) hours of

in service training each year. The Jail Bulletin may be used to supplement in service training if an officer studies the bulletin, completes the quiz, and this process is documented by the jail administrator for review during annual jail inspections.

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**MARCH/APRIL 1998**

**NUMBER 140**

**SUBJECT: CIVIL LIABILITIES,  
UNCONSTITUTIONAL JAILS AND  
PLANNING OF NEW INSTITUTIONS  
PART VI**

**NAME:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

1. List in order, the five phases of basic services which an architect should provide a county desiring to build or renovate a jail.
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_
  
2. County officials, as the architect's client, should be expected to participate in the planning/design process, express expectations for the facility and identify potential problems to the architect in the early stages of the process. (circle correct answer)
  - a.  True
  - b.  False
  
3. Name five expectations an architect should fulfill in service to the county.
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_
  6. \_\_\_\_\_
  7. \_\_\_\_\_
  8. \_\_\_\_\_
  9. \_\_\_\_\_
  
4. It should be expected that most architects will possess a thorough knowledge of all current state and national jail standards governing physical plant requirements.
  - a.  True
  - b.  False
  
5. A jail operations specialist may be needed to work with the sheriff or jail administrator to develop an operations manual that is based on: (fill in the blank)

6. The ultimate goal of developing a new jail is: (three parts)
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
7. In selecting an architect, county officials will usually know what kinds of information to request and questions to be asked of prospective architects and planners. (circle one)
- a. True
  - b. False
8. Name four of the criteria that should be considered in developing a Request for Proposal (RFP) for the selection of an architect.
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_
  6. \_\_\_\_\_
  7. \_\_\_\_\_
  8. \_\_\_\_\_
  9. \_\_\_\_\_
9. The RFP should contain the following information: (circle correct answers)
1. The estimated cost of the completed project.
  2. A description of the community and its characteristics.
  3. Specific dimensions of the desired facility.
  4. Specific description of services to be provided by others.
  5. A list of desired contractors with prior experience in this area.
  6. Identification of the local review committee members by name and occupation.
10. The review and selection committee should select an architect on the basis of responsiveness to the need for local affiliation with projects of this type. (Circle one)
- a. True
  - b. False

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**CREDIT: One Hour credit for jail in service training requirement.**

# QUIZ

## Answer Sheet

Nebraska Jail Standards require that jail staff receive eighteen (18) hours of in service training each year. The Jail Bulletin may be used to supplement in service training if an officer studies the bulletin, completes the quiz, and this process is documented by the jail administrator for review during annual jail inspections.

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NAME: \_\_\_\_\_

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1. List in order, the five phases of basic services which an architect should provide a county desiring to build or renovate a jail.

1. ***Schematic design phase*** \_\_\_\_\_

2. ***Design development phase*** \_\_\_\_\_

3. ***Construction documents phase*** \_\_\_\_\_

4. ***Bidding phase*** \_\_\_\_\_

5. ***Construction phase*** \_\_\_\_\_

2. County officials, as the architect's client, should be expected to participate in the planning/design process, express expectations for the facility and identify potential problems to the architect in the early stages of the process. (circle correct answer)

a. ***True***

b. ***False***

3. Name five expectations an architect should fulfill in service to the county.

1. ***Architects and their staff should work closely with the county for the project duration*** \_\_\_\_\_

2. ***The architect should be responsive to county input during the design process.*** \_\_\_\_\_

3. ***The architect should know the questions to ask.*** \_\_\_\_\_

4. ***The architect should give good, sound advice.*** \_\_\_\_\_

5. ***The architect should provide workable options and solutions.*** \_\_\_\_\_

6. ***The architect should provide proper resources for data analysis and product specifications.*** \_\_\_\_\_

7. ***The architect should work within a realist budget.*** \_\_\_\_\_

8. ***The architect should satisfy the work schedule.*** \_\_\_\_\_

9. ***The architect should coordinate all work among professionals.*** \_\_\_\_\_

4. It should be expected that most architects will possess a thorough knowledge of all current state and national jail standards governing physical plant requirements.

- a. True
  - b. False**
5. A jail operations specialist may be needed to work with the sheriff or jail administrator to develop an operations manual that is based on: (fill in the blank)

**An up-to-date management technique not being utilized in the present jail**

6. The ultimate goal of developing a new jail is: (three parts)
1. **To obtain a building that will meet local needs**
  2. **Be affordable**
  3. **Satisfy justice standards**
7. In selecting an architect, county officials will usually know what kinds of information to request and questions to be asked of prospective architects and planners. (circle one)
- a. True
  - b. False**
8. Name four of the criteria that should be considered in developing a Request for Proposal (RFP) for the selection of an architect.
1. **Past experience with a project of this type or a related project.**
  2. **Composition, size, and range of pre-architectural and architectural services provided.**
  3. **If a joint venture, definitions of specific project responsibilities of each firm.**
  4. **Client references for similar projects.**
  5. **Identification of people assigned to project, their roles, qualifications, time committed.**
  6. **Identification of the specific services needed for the project.**
  7. **Expectations of the organization's relationship to the county as an information source.**
  8. **Time required to complete the project.**
  9. **Type of fee reimbursement.**
9. The RFP should contain the following information: (circle correct answers)
1. The estimated cost of the completed project.
  - 2. A description of the community and its characteristics.**
  3. Specific dimensions of the desired facility.
  - 4. Specific description of services to be provided by others.**
  5. A list of desired contractors with prior experience in this area.
  - 6. Identification of the local review committee members by name and occupation.**
10. The review and selection committee should select an architect on the

basis of responsiveness to the need for local affiliation with projects of this type. (Circle one)

- a. True
- b. False***

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Answer sheet should be retained by the Jail Administrator**