


N A A T A P

Native American and Alaskan Technical Assistance Project



# PROJECT GUIDE: Design Review

*Part of A Series of Guides for Planning, Designing  
and Constructing Adult and Juvenile Correctional and  
Detention Facilities on Tribal Lands*

The Native American and Alaskan Technical Assistance Project (NAATAP) was created pursuant to an interagency agreement between the National Institute of Corrections and the Bureau of Justice Assistance.

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## Purpose

The purpose of each NAATAP Guide is to communicate substantive information concerning a range of subjects that are relevant to the development of adult and juvenile detention and correctional facilities in Indian Country. This series of guides grew out of a recognition that there were common concerns and questions being raised by Tribes and consultants developing new correctional facilities on Native lands throughout the country. The guides seek to provide research and information on issues of common concern to the Tribes. These guides also seek to document the knowledge and experience gained by Justice Planners International LLC (JPI) while providing technical assistance to tribes engaged in the facility development process.

## Acknowledgements

JPI acknowledges the assistance of the many consultants who contributed their expertise in the preparation of this series of guides. These materials were developed and reviewed by individuals with diverse backgrounds, expertise and experience in planning and design of juvenile and adult correctional and detention facilities, as well as analysis, design and operation of justice programs, facilities and systems on a local, state and national level.

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# PROJECT GUIDE:

## Design Review

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## Overview: What is Design Review?

If you are part of a team that is currently, or soon to be, involved in the renovation, expansion, or new construction of a correctional facility, you are indeed aware of the project's complexity. There are a host of issues that demand highly concentrated attention from various Tribal participants at different times; they must make countless decisions throughout the planning and design processes. Typically, Tribal participants will represent different areas, including jail and/or juvenile facility administration, fiscal management, engineering, and the Tribal council. It is vital to achieve a sense of harmony and balance among these participants in order to maintain direction and guarantee the most successful results.

The importance of meticulous design review from the earliest stages of the project's conception cannot be stressed enough. Spending time in the planning and design stages will minimize the potential of future problems.

This design review pamphlet, along with the supplementary Jail Design Review Handbook, is intended to be a helpful companion to guide you through some of the more challenging moments and act as a reference point and checklist throughout design, but it is especially useful during schematic design.

Design review is essentially the ongoing process of studying drawings and asking questions to ensure that your design is "right." It ensures that the design of your juvenile and/or adult correctional facility will work for your community, your inmates, and your staff. Design review involves many different issues, including: staffing coverage and efficiency, safety and security, appropriateness and adequacy of spaces for their functions, building materials, and engineering systems to name only a few.

Using the accompanying document as a tool and reference book, you and others who will be working with your architects and engineers will be able to more successfully review the design, especially in the conceptual options and schematic design phases. As a result of your diligent and enlightened design review, your jail will be much more likely to—

- Support your nation’s philosophies and objectives regarding detention and corrections.
- Help your staff to do their best jobs.
- Work well for your current and future staff and inmates.
- Fit within your tribe’s budget for construction and annual operational costs.

## How to Use this Project Guide

This project guide is part of a larger series of Native American and Alaskan Technical Assistance Project (NAATAP) project guides intended to help you through planning, design, and construction processes. It is specifically designed to accompany the more all-inclusive Jail Design Review Handbook that is also available for your reference needs from the National Institute of Corrections Information Center at 1-800-877-1461. Please also refer to the American Correctional Association’s Standards for Adult Local Detention Facilities and the Bureau of Indian Affairs’ Office of Law Enforcement Services: Adult Community Residential Handbook for Physical Plant Standards.

## Tribal Involvement from Project Initiation through Occupancy

For many Tribal representatives involved in new facilities, the early phases of design are the most interesting. Although these guidelines focus on schematic design review, it is important for jurisdictions to work closely with architects and other consultants before that stage (during planning, facility programming, and conceptual design) and to continue working with them until the facility is complete and fully operational.

The following is a more comprehensive listing of the stages of project development that should incorporate Tribal input and review:

- Needs Assessment
- Master Planning
- Defining the Project

- Functional/ Operational & Architectural Programming (Facility Programming)
- Conceptual Design (usually several options with one selected by the Tribe)
- Schematic Design
- Value Analysis
- Design Development
- Construction Documents
- Bidding/ Negotiating
- Construction
- Transition & Occupancy (which starts during planning and continues until several months after occupancy)

## Who is Involved in Design Review?

Virtually every stage of the facility’s project development, from conception through activation and occupancy, should have representation in the design review team. Participants include: Tribal leaders, the facility director, Indian Health Services, Bureau of Indian Affairs, any contracted agencies (i.e. substance abuse agency should be involved in designing space for counseling and rehabilitative sessions), any companies providing technical assistance, Tribal architects and engineers (if any on staff); however, the comprehensive list of team members depends largely on the specific needs of your community and the availability and interest of individuals. A more general listing of potential members might include:

Administrators and staff from your tribe/ jurisdiction

- The managers of your current jail and/or juvenile facility, and (if different) the people who will run the new facility
- Jail administrators or senior staff focused on security, treatment and programs, and services (e.g., food, laundry)
- Your jail/ juvenile detention facility’s specialists in particular areas, such as the senior nurse, the food services manager, or the intake supervisor
- Your in-house architect (if there is one)
- Your in-house engineer. If there are several in-house engineers, design review could benefit from the knowledge of civil,

structural, mechanical, plumbing, HVAC, electrical/electronic, and communications engineers. Most of these will not be needed until the design development phase

- Someone from your finance or administration office with expertise in budgeting and fiscal management
- A representative of the tribal officials
- A representative (or two) from the public works or general services departments (or their equivalent) who is knowledgeable about project management, local codes, permits, scheduling, and costs
- Local fire marshal (if there is one)
- A maintenance manager or supervisor

Tribal Council  
 A Transition Team  
 In-house project manager  
 Consultants

You may wonder whether your Tribe can afford to employ such an extensive list of team members from project startup through occupancy; however, relatively few people are actually involved in the entire process, and only one or two are involved 100 percent of the time.

Exhibit 1 displays the level of involvement before, during, and after schematic design review. The number of checkmarks in each space signifies the level of involvement of the various parties. Depending on skills, experience, and availability of various members, the roles, responsibilities, and degrees of involvement may vary for your jurisdiction.

## Reading Architects' Drawings

### Speaking Each Other's Languages

One of the most important elements of successful design review is effective communication skill. To produce well-executed schematic designs, architects must learn correctional terminology. Similarly, those who represent the jurisdiction in the design process must learn to read floor plans, elevations, and building sections. The conventional wisdom—however exaggerated, oversimplified, and over generalized it may be—is that architects know how to draw but cannot write or

## Exhibit 1

Who Should Review Design	When Should They Be Involved? And how much?		
	Before Schematics	During Schematics	After Schematics
<b>From Jurisdiction</b>			
Project Manager	✓✓✓	✓✓✓	✓✓✓
Facility Transition Team	✓✓✓	✓✓✓	✓✓✓
Facility Manager	✓✓	✓✓	✓✓
Facility – Security	✓	✓	✓
Facility – Programs	✓	✓	✓
Facility – Services	✓	✓	✓
Facility – Specialists	✓	✓	✓
Architect	✓	✓	✓✓
Engineer(s)	✓	✓	✓✓
Finance &/or Administration	✓	✓	✓
Elected Officials (Tribal Council)	✓	✓	✓
Public Works or General Services	✓	✓	✓✓
Maintenance manager	✓	✓	✓✓
<b>Consultants</b>			
Planner/Programmer	✓✓✓	✓✓	✓
Security		✓	✓
Architects	✓	✓✓✓	✓✓✓
Engineers		✓	✓✓✓
Cost Estimator/Quantity Surveyor	✓	✓	✓
Construction &/or Program Management	✓	✓	✓✓✓

speak, whereas the reverse is true for jailers and government administrators. For a project to be successful, the people on your design review team must learn to communicate with each other.

How can potential communication challenges be addressed? The following tactics have worked for others:

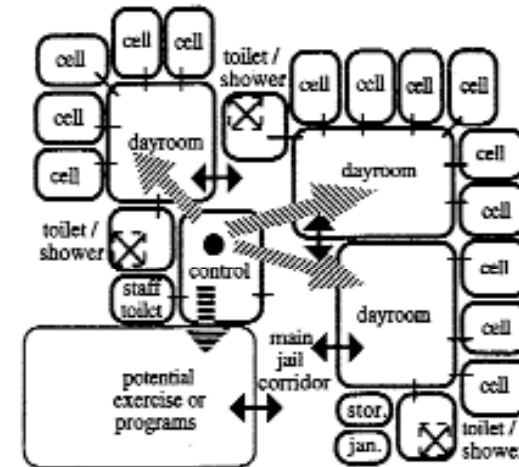
- Hire consultants with experience, but make sure that those consultants understand the differences between Tribal and non-tribal offender populations, local culture, programs and operations. Your consultants should be people who have

planned and designed similar projects—people who know the building type.

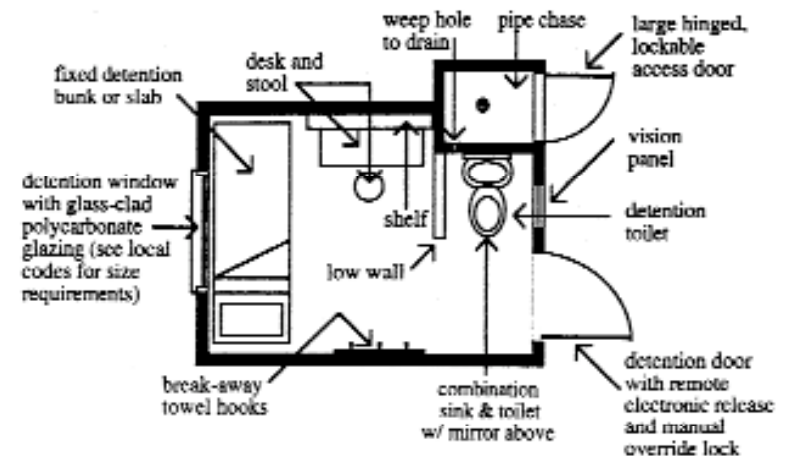
- When checking consultants' references, ask about their communications skills.
- When negotiating with the selected firms, stress the importance of incremental document and design review meetings and clear and detailed communications.
- When working with consultants, ask many questions. As do many other professionals, some jail consultants use unfamiliar terms. When responses to questions are unclear, say so and do not leave the topic until the answer is understood.
- Learn the basics of their language—how to read drawings and specifications and the meaning of terms that they will use frequently, such as “natural light” and “vitreous china.” (see the glossary in the Jail Design Review Handbook)
- Always remember that the more consultants understand the kind of jail and/or juvenile detention facility you want, the better they can do their job for you. Take the time to explain terms that architects may not understand.
- Agree either to avoid using acronyms entirely or to use only those that are already in everybody's vocabulary (e.g. to corrections professionals in the western United States, “CDC” may refer to the California Department of Corrections, but architects are more likely to think of the U.S. Centers for Disease Control and Prevention).

(Included are some examples of diagrams that demonstrate architectural “language”)

## RELATIONSHIPS



## COMPONENT DIAGRAM OF TYPICAL CELL



# Saving Time and Money

## Catch concerns and communicate early

The earlier that planners, architects, and engineers receive feedback, the better for everybody. Reviews have to be timely and, because of participants' other responsibilities, they must be scheduled. At the same time, consultants must understand that unlike some other types of buildings, the existing jail and/or juvenile facility and other jurisdictional functions must remain in operation. Therefore, some design reviewers will have ongoing operational responsibilities and may be interrupted by emergencies. Yet it is important that these busy people make time to review the documents carefully before the consultants proceed to the next stage.

## Changes often cost time and money

If your jurisdiction approves preliminary design documents, the consultants will continue developing the design. If your design reviewers later revisit the earlier design documents and request changes, you will have unhappy architects and engineers. This is because they are, most likely, working for a fixed fee and as business people time is money. Backtracking and making revisions will take extra hours. Depending upon the magnitude of the changes, this could cost designers hundreds of hours and thousands of dollars. The architects and engineers may seek a contract modification for your jurisdiction to pay for this extra cost. Nevertheless, it is still better and less expensive to make changes now than after the facility is built.

With a jail and/or juvenile facility, even small changes can be time consuming. For example, if a plumbing chase is too small, probably dozens of other plumbing chases are too small. One change may have to be made many times, and this change may have other implications. For example, it is crucial to make sure that widening plumbing chases does not result in narrow door widths or blind spots in front of or within cells.

So, to avoid delays and additional fees, jurisdictions should—

- Provide adequate leeway in the design review schedule so that when reviewers have those inevitable emergencies, they still have time for review and comment.

- Stick to the design review schedule.
- Involve all appropriate reviewers. For example, make sure that the food services manager is involved when it is time to review the designs for the kitchen and serving areas.
- Make sure that each review is thorough and comprehensive.
- Make sure that all parties are present at design review meetings and reach consensus on changes and approvals.
- Document proceedings and decisions made at design review meetings.



# Jail Design Review Checklists

The Jail Design Review Handbook consists largely of a checklist that is of considerable importance to all stages of the planning and construction process including: Needs Assessment, Master Planning, Developing a Functional/ Operational & Architectural Program, etc.

The following is an excerpt from one of the checklists, which refers to the Lobby and Visiting Areas. Please note that when “No” or “Don’t Know” is checked the project team should revisit that design element and make corrections accordingly.

Design Review Questions	Answers		
	Yes	No	Don't Know
1. Is the lobby large enough to accommodate the required number of chairs for people waiting to enter visiting areas and waiting to pick up inmates who are being released?			
2. Are there enough public restrooms adjacent to the lobby?			
3. Are there enough toilets (or toilets and urinals) and sinks for the volume of people adjacent to the lobby?			
4. Do public restrooms have space for baby-changing counters?			
5. Does the lobby have space for public telephones and a drinking fountain?			
6. Does the lobby have space for visitors' lockers? If coats are to be kept here, is there room for enough tall lockers?  Are lockers located so that they do not obstruct security officers' views of the entire lobby?			
7. If your jurisdiction wants vending machines in the lobby, is there adequate space for them in a location that will not block visibility?			
8. When people are in the lobby, will they see a receptionist (or other civilian staff) to whom they can direct their questions or check in for visiting? (Note that this workstation could be in an adjacent area, and this person could have other responsibilities.)			

Design Review Questions	Answers		
	Yes	No	Don't Know
9. Will the entire lobby be visible from a control room or another continuously staffed security officer workstation?			
10. Is the amount of openness and security between the receptionist's work area and the lobby consistent with your jurisdiction's philosophies?			
11. Is there space in the receptionist's work area for a computer, printer, intercom, and telephone?			
12. Are there one or more pedestrian sallyports between the lobby and areas within the secure perimeter?			
13. When the receptionist's work area is not staffed (e.g., evenings), will there be a way for people to enter the lobby and obtain information (such as through an intercom or staff in a workstation or control room)?			
14. Is there a suitable place in the lobby for visitors to request visits (such as receptionist's work area)?			

## Get It Right!

In three words, that is the main reason to do design review. If your jurisdiction is like most others, you will never be involved in another correctional facility construction project. This type of opportunity comes to most jurisdictions only once every 10 to 100 years. Now is the time for you to help ensure that your new, expanded, or renovated jail/facility is right for your community. Pass up this opportunity to do it right, and your community and the next several generations are likely to regret it. Unlike the structural makeup of an office building, restaurant, or store, a jail or juvenile correction facility's complex architecture and engineering are usually very expensive to fix. So take advantage of this opportunity to get it right.

Without your input, your consultants and architects may make false assumptions. They may think they understand what your jurisdiction wants, but be far off the mark. Even the most experienced planners and architects could easily plan what they think is a great jail, but it may not work for you. Planners and architects with limited correction-

al facility experience may have only a partial understanding of how design affects staffing and operations, how one error can result in escapes, how to meet correctional facility standards, or how the design can affect staff morale and inmate or resident behavior.

No matter how good they are, your planners and architects need your help. Design review is intended to help you—administrators and staff from administrative or oversight offices, jails and/or juvenile detention facilities, public works and general services departments, Tribal administrations, and other governmental entities—help your planners, architects, and engineers design the optimal correctional facility for your community.



**ALSO AVAILABLE:**

**Project Guide:** Adult Correctional Facility Design Resources

**Project Guide:** Alternatives to Incarceration of Offenders

**Project Guide:** Assessment of Project Status  
& Technical Assistance Needs

**Project Guide:** Best Practices - In-Custody Programs  
for Juveniles and Adults

**Project Guide:** Design Review

**Project Guide:** Existing Facility Evaluations

**Project Guide:** Objective Classification Analysis

**Project Guide:** Population Profiles, Population Projections  
and Bed Needs Projections

**Project Guide:** Selecting an Architect-Developing  
RFQs and RFPs

**Project Guide:** Site Selection

**Project Guide:** The NEPA Land Use Process for Proposed  
Development of Correctional Facilities in Indian Country

**Project Guide:** Tribal Justice System Assessment