

PLANNING OF NEW INSTITUTIONS (PONI)

Training Program Description

PROGRAM GOALS

- o To provide participants with an understanding of the Facility Development Process
- o To create an opportunity for participants to define their individual role in the process and develop as a planning team
- o To introduce team members to concepts which may be used in the facility planning and design process
- o To provide team members with the opportunity to apply these concepts under the guidance of program facilitators
- o To provide materials and information about jail planning and design to assist the jurisdiction in making well- informed planning decisions

PROGRAM AUDIENCE

This 3-day training session is designed for decision makers in the county such as the sheriff or jail agency CEO, council members or commissioners, County Executive or Manager, other county staff that may have a part in the design or function of the new facility.

PROGRAM MODULE CONTENT

FACILITY DEVELOPMENT PROCESS

This session will give users an overview of the entire facility development process from project recognition through post occupancy. The process is shown as a step-by-step sequence that is divided into its major phases. This module focuses on creating a road map for local governments that provides a sequence of tasks, activities and decisions and demystifies" the process. By becoming more familiar with the process, local officials should begin to realize when they can have the greatest impact on their projects.

ROLE CLARIFICATION AND DECISION MAKING

This module will provide an overview of the roles' different members of the planning committee and public officials have during the facility development process.

The roles for each member of the team will change throughout the planning process and it is important that each member know what is expected and desired.

MISSION, VALUES, AND RESPONSIBILITIES

This module will provide an overview of the purpose for and basic structure of a mission statement as it relates to the jail planning process, the construction project, and the operation of the new facility. In this session, emphasis will be placed on the development of a mission statement for the new jail.

The role of the mission statement in the facility development process will be identified. It should be mentioned that developing a clear, concise mission statement is an important role of the planning team. Describe how it can serve to guide the project, and the decisions for which the team will be responsible.

NEEDS ASSESSMENT - USING DATA FOR FACILITY PLANNING

This module provides information about the data which is typically used in criminal justice planning and offers opportunities for participants to make decisions based upon data in a case study format.

This module is based on the premise that most participants in the PON1 process will not be traditional statisticians and researchers; in most cases, they will be users of information that is provided to them. If they are to use this information wisely in their decision making process, they must be more informed consumers. This means that they should:

- a. Know the information that is likely to be useful to them, and
- b. Know how to use the information so that they get the most out of it.

Data collection relates most strongly to the master planning and/or needs assessment steps in the facility development process. The data collection tasks completed as a part of these steps tends to fall into three general categories:

- c. Historical trend analysis, which is the foundation for the next task,
- d. Population forecasting, and

- e. Offender/resident profiling.

Each of these tasks provides a different type of information and is useful for different purposes.

The module shows ways in which people enrich this task by analyzing and interpreting the information and giving the "data" or "raw numbers" meaning by linking statistical information with policy decisions.

FUNCTIONAL PROGRAMMING

This module provides information about the architectural portions of the planning process. General project issues regarding image and appearance, characteristics of the building type, and specialized characteristics of each project are discussed. The trainer provides a methodology for determining how much space is appropriate for each function. The presentation introduces important space planning concepts, such as net and gross square footage, and provides examples of what a space program looks like.

This module provides important information about cost control methods by illustrating the relationship between the quantity of square feet constructed, the quality at which they are built and the resulting costs. Factors that determine quality, quantity and cost are discussed in detail.

This module next provides an opportunity to practice space programming. Building on the decisions made during functional programming, teams will develop a resulting space program and determine if their project continues to be within budget. If not, teams are asked to develop strategies to bring their project within budget.

SCENARIO DEVELOPMENT

This module provides information on the scenario development process. It is important during the space programming for agencies and jurisdictions to fully discuss how the facility will work, how tasks will be accomplished, and the types of services and programs they intend to provide and/or implement.

SPACE PROGRAMMING

This module provides information about the architectural portions of the planning process. General project issues regarding image and appearance, characteristics of the building type, and specialized characteristics of each project are discussed. The trainer provides a

methodology for determining how much space is appropriate for each function. The presentation introduces important space planning concepts, such as net and gross square footage, and provides examples of what a space program looks like.

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STAFFING AND OPERATING COSTS/ISSUES IN NEW JAIL STAFFING

This module provides information about a method to determine and justify staffing needs during the new facility planning process. Staffing levels are influenced by many factors that are outside the jurisdiction's control - the population served, case law, and standards. However, other areas are - to greater or lesser degrees- actionable. Most jurisdictions can influence scheduled activities and operating practices. During facility planning and design, jurisdictions are in a unique position to influence a staffing factor (the physical plant) which is otherwise much more difficult to influence. The underlying premise of this module is that jurisdictions must seize this opportunity to influence future staffing requirements.

The module next focuses on how participants can do this. The module provides information about a staffing analysis process that can be used to identify an appropriate staffing pattern for the new institution. Participants work as teams to develop a staffing plan for the facility that they have programmed in their case study, allowing them to see the implications of their planning and programming decisions.

SITE EVALUATION AND SELECTION

A common perception regarding site selection is that jail location is driven by two factors; political issues and dollars. While these are important considerations, jail sites must be carefully evaluated and selected if they are to serve in the public's best interest. This module will present a basic approach to site evaluation.

The presentation will outline basic criteria that the jurisdiction may want to consider in reviewing various sites. Examples of some specific criteria will also be given.

The module will include a discussion of those who should be a part of the site evaluation process, and the steps involved. The role of the planning team will also be reviewed.

TAKING CONTROL OF THE PROJECT

This module will facilitate the participants working together as a planning/decision making team during the facility development process.

A short lecture will be delivered followed by small group work and team reports. The presenter should emphasize the importance of the team identifying and understanding how it will function as a project planning team. Each member should also understand his or her individual role on the team.

The idea will be presented that the team members' roles may shift during the process depending on what type of decision the team is making. For instance, on decisions involving design options which will facilitate jail operations, the jail administrator may serve as the "expert," while the sheriff and commissioners fill the "approving authority" role.

It is critical that the team begin to identify the types of decisions they will face, and the decision-making process to be followed.

Life cycle costing is a task with which the planning team will become familiar. It is a tool that will allow the jurisdiction to ultimately determine the affordability of operating the jail they are planning. The presentation should contain a list of the benefits of life cycle costing.

The instructor will define life cycle costing and its purpose. The presentation should demonstrate a linkage between the decisions made by the team early in the planning process and future operating costs. This discussion should make the distinction between first costs and ongoing operational costs.

The module will contain a discussion of the basics of developing a life cycle cost analysis. Who should be involved in the process, and the qualifications of those developing the analysis should also be discussed.

When life cycle costing should be undertaken will be identified. The module will also include examples of two or three life cycle cost analysis documents.

The individual handling project management will serve as a key link between the jurisdictions planning team and those under contract to complete the project (planners, architects, contractors, engineers, etc.). It is critical that the planning team be introduced to the concept of project management and the role of the project manager.

The tasks involved in the project management process should be described in general. Some

detail about the tasks should be included to enhance the participants understanding. In describing each of the general tasks, the technical resource provider/instructor should address the role and level of involvement of the planning team members.

Samples of various project organizational structures might be described. The specific tasks and responsibilities of the project manager should be included in the discussion. The presentation should contain a discussion of the level and type of authority the jurisdiction should invest in the project manager.

The type of person to be selected for the project manager should be addressed. Appropriate qualifications and background should be described, including the necessary skills and qualities of a project manager.

ACTION PLANNING

Action planning is the exercise that ties the program's content to the functioning of the participants as a planning team. It will forge a link between the team experience at the PONI program and their experience upon returning to their jurisdiction.

In conveying the basic process of action planning, simplicity is the key. In completing the exercise, the team should focus on the process of action planning itself, and not the mechanics of the process.

At a minimum the team should identify the major task to be undertaken, in chronological order the sub-tasks to accomplish it, the party(s) assigned to each task, any resources required, and a completion date. Teams should action plan for no more than three months into the future.

Participants should understand that everyone involved in the project should be a part of action planning. It is a tool that can be used to organize and track workloads for tasks of all sizes related to planning the new jail.

FACILITY DEVELOPMENT

Needs Assessment

&

Pre-Design Planning

RFP Checklist

National Institute of Corrections
Jails Division
1960 Industrial Circle
Longmont, CO 80501

Facility Development Needs Assessment & Pre-Design Planning RFP Checklist

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Planning of New Institutions

Needs Assessment & Pre-Design Planning RFP Checklist

Needs Assessment and Pre-Design Planning RFP Overview

Introduction

This checklist was developed to assist agencies in identifying the critical elements to include in a RFP for needs assessment and planning services. The checklist is intended to serve only as a guide and not a final product. Each agency must be prepared to devote appropriate resources in the development of final documents. The checklist is divided into three sections, an overview of Request for Proposals, checklist questions, and a sample RFP.

Purpose of the Request for Proposals (RFP)

A comprehensive facility plan drives the operation of a jail, with a complete functional operational program serving as the “instruction book” ultimately used by the design architect. Functional programming dictates facility design, which is why issuing a separate RFP contracting for this service is so important. There are many reasons to contract for needs assessment and facility planning services, as opposed to combining those services with an architectural firm:

- If an architectural firm is selected to perform all services, they may or may not have the capability to do solid and objective needs assessment and programming.
- Combining architectural services in initial phases of the project will only reinforce emphasis on architectural/building issues at the expense of sound planning and programming.
- An architectural firm’s primary basis for fees is a percentage of construction costs. They may then be perceived as having a vested interest in “building” versus alternatives to incarceration.
- A qualified planning firm can assist with the translation of pre-application issues with architects.

An RFP for needs assessment/planning contains information on the project including a project description and proposed project cost and schedule. The more comprehensive the information provided in the request, the better the response.

Planning of New Institutions

Needs Assessment & Pre-Design Planning RFP Checklist

A jurisdiction solicits qualifications from firms, specific information on project approach including methodology and examples of previous similar projects, and asks for a fee estimate for services. Upon receipt of the RFP, the jurisdiction evaluates the submittals, prepares a shortlist of firms for interviews, conducts the interviews, and selects a firm. The selection process may be complex since fee for service becomes a part of the evaluation. Jurisdictions must make sure that they are comparing “apples to apples” when this fee review approach is taken. As an example, the low bidder may not have the best qualifications, or the low price may not include all of the services that the jurisdiction is requesting.

Each jurisdiction must be aware that the RFP serves only as a tool for their agency. (A comprehensive needs assessment can assist in identifying initial costs of the total program). Therefore, the primary purpose of an RFP for facility planning services is twofold: one is to solicit from appropriate firms an estimate of what type of services they will provide, and secondly, what those services may cost. Often, a greater emphasis is placed on cost rather than service. Each agency is encouraged to first review the proposed scope of service and then evaluate the proposed cost of those services.

RFP Overview

This section describes in summary form, the typical components of an RFP. It should be emphasized that this represents the typical RFP and each jurisdiction is encouraged to evaluate each component in relationship to their individual needs.

Purpose

One of the first steps that an agency must undertake is a determination of what services they are requesting. As an example, some agencies may specialize in pre-design work (facility programming) while others may also be able to complete various site studies. In each case, the first task should be a thorough review of the agency's ability to compete the steps necessary to deliver the intended project. The document, *Overview of the Facility Development Process* (National Institute of Corrections Jails Division) may serve as a helpful tool during this analysis. Once that step has been completed, the agency will then be able to determine what services (purpose) will be solicited in the RFP.

It should be emphasized that it is the responsibility of the Tribe to clearly articulate what the tasks are and what products are expected from the process.

Examples of these tasks could include:

- Inmate capacity projections for the next 20 years at 5-year increments,
- Inventory and assessment of current facilities,
- Development of an Inmate Profile,
- Assessment of existing and proposed alternatives to incarceration,

Planning of New Institutions

Needs Assessment & Pre-Design Planning RFP Checklist

- Modified capacity projections based on proposed pre- and post-trial alternatives to incarceration or changes in criminal justice policy,
- Projected operational costs, and
- Projected facility costs.

Pre-bid Meetings

Often a pre-bid meeting is scheduled to provide potential respondents the opportunity to tour existing facilities and interact with key agency staff. If a pre-bid meeting is scheduled, it is recommended that it not be mandatory. Often firms that are interested in responding may have scheduling conflicts and are unable to attend. By making the pre-bid meeting mandatory, a jurisdiction may inadvertently eliminate a potentially qualified respondent.

Project Description

This section of the RFP describes what activities have lead up to the Request for Proposals and what actions the jurisdiction has already taken. Detailed information is required. In this section, it is common to provide a description of the current facility and what deficiencies or problems are present. A description of the agencies, functions, or activities that will take place in the anticipated new facility would be beneficial to the firms that will respond to the RFP. Information on site selection will also provide direction to the responders. If the jurisdiction has a specific set of principles that they want translated into the new facility. This should be indicated in this section of the RFP. This section should serve to provide detailed information to the responding firms so that a tailored response can be developed for the RFP.

Proposal Contents

This section generally describes, in limited detail, what the jurisdiction is anticipating as a minimal level of information for each proposal. The jurisdiction should be specific in stipulating the mandatory items that should be provided.

Mandatory information often includes:

1. Project Principal and Experience
2. Project Staff and Experience
3. Project Team Experience
4. Project Understanding
5. Project Schedule
6. Programming/Planning Approach
7. Contact Person and Information
8. Reference and Contacts

Planning of New Institutions

Needs Assessment & Pre-Design Planning RFP Checklist

Proposal Format

This section of the RFP should outline the jurisdiction's requirements for responding to the RFP. It can be a simple outline of a proposed Table of Contents, or the jurisdiction may choose to detail the manner in which each section should be organized and in what order. Paper size and number of copies are often indicated along with any special requirements regarding photographs and other graphics.

Submitting the Proposal/Qualifications

This section of the RFP provides a description of where to send the copies of the proposal. In addition, it should provide a clear timetable for submission; interviews, selection and "start-up" should be detailed. It should include notice of due date and time, the required number of copies, and information on who to contact should there be additional questions. Some jurisdictions may choose to be very specific about who a potential responder may contact. It is important to limit phone calls and questions to a few specific individuals to maintain fairness and consistency in the process. Usually the submissions must be received on or before the due date and time. Late submissions are most often rejected without consideration.

Selection Process

This section should provide an overview of the steps and anticipated timeline of the selection process. Often, jurisdictions will also provide information about how each proposal will be evaluated based on specific evaluation criteria. The more information that is provided in this section, the more detailed the responses will be. If a jurisdiction is looking for specific skills or qualities in a firm (previous experience in similar projects), it should be noted. This may appropriately eliminate some firms from responding because they do not meet certain minimum requirements. An overview of the process should be provided, as well as an indication of how firms will be ranked. If an objective scoring system will be utilized, values for each area to be scored should be contained in the RFP.

Reservations

In this section, the jurisdiction should indicate that they reserve the right to reject any and all proposals and waive certain formalities. This will allow the jurisdiction to maintain as much flexibility as possible during the selection process. However, the jurisdiction should not view this as a way of circumventing a fair and objective process. To do so would only limit the pool of potential candidates.

Planning of New Institutions

Needs Assessment & Pre-Design Planning RFP Checklist

Contract Negotiations

This section should outline the process for negotiating a contract with the successful bidder.

Sample Contracts

A jurisdiction may choose to provide a sample contract for review. This may be helpful as the firms prepare their response. Often questions may arise that could be answered in the sample contract.

Special Requirements

Any special requirements such as minority participation, veteran preferences, special insurance requirements etc., should be included in this section. Jurisdictions are encouraged to be careful when stipulating special conditions so that an unfair process does not develop, or so they don't reduce the number of qualified firms that will respond.

Advertisement

This section would typically indicate what publications the RFP has been advertised in. Closing dates for the advertisements may also be provided.

Needs Assessment & Planning RFP Checklist Questions

The following list of questions is intended to provide direction in the development of a RFP for needs assessment and planning services. The list is not intended to be final but merely a starting point to assist each jurisdiction in the development of their RFP.

1. Who is responsible for coordinating the development, distribution and receipt of the RFP?
2. Who will be the key contact for answering RFP questions?
3. Who will be responsible for evaluating and ranking the responses to the RFP?
4. What statutes and/or procurement guidelines must be followed in developing the RFP?
5. Have we conducted a review of the status of our project?
6. Have we determined the supervision method for our new facility?

Planning of New Institutions Needs Assessment & Pre-Design Planning RFP Checklist

7. Have we identified what standards will apply to our new facility?
8. Have we selected a site, and if so, have we identified any special environmental considerations?
9. If artifacts are found during construction, how will they be handled?
10. Will the facility include both non-secure and secure areas?
11. Will the facility include spaces other than those associated with detention (i.e.: pistol ranges, special training areas, law enforcement offices etc.)?
12. Will the facility require provisions for future expansion?
13. What steps and/or services can we complete during the planning and design of our new facility?
14. What services must we contract for at this phase of our project?
15. Is a pre-bid meeting required?
16. Who will coordinate the pre-bid meeting?
17. Do we have a project description developed?
18. What information do we want to receive in each proposal?
19. Are there mandatory requirements for specific proposal information?
20. What format should each proposal follow?
21. Are firms allowed to deviate from a standard proposal format?
22. If a firm deviates from a standard proposal format, will they be penalized?
23. How will the selection process occur?
24. Do we have an established process for ranking submittals?
25. If we do not have an established process for ranking submittals, what is our process for developing evaluation criteria?
26. Will references be required?
27. If references are required, is there a time stipulation for when the projects will be completed?
28. Will references be contacted?
29. If references are contacted, is there a standard set of questions that will be asked of each contact?
30. Who will contact the references?
31. Will that person develop a reference summary statement for each proposal?
32. Does our jurisdiction reserve the right to reject any or all proposals?
33. How will we negotiate a contract?

Planning of New Institutions Needs Assessment & Pre-Design Planning RFP Checklist

34. Is the financial or legal department responsible for contract negotiations?
35. Who has authority to execute a contract for services?
36. What is the review process for contract negotiations?
37. Should we provide a sample contract as a part of the RFP?
38. What special requirements are necessary?
39. Is there a minimum level of insurance coverage each firm must have to qualify?
40. Is there a preference for firms located within a minimum distance from the project site?
41. In which publications will we place an advertisement for the RFP?
42. Who will be utilized for the review, interview and selection committee?
43. Will copies of the proposal be provided to any individual agencies that are not on the selection committee and will we ask for their comments?
44. What is a manageable number of firms to select for oral interviews?
45. Do we want to request copies of prior work products from those selected for the final interview process?
46. Did we include a reasonable timetable for the submission, review interview, selection and start-up process?
47. Have we developed clear evaluation criteria for such proposal/interview?
48. Have we developed general questions to be asked of all firms interviewed, and specific questions for individual firms based on the review process?

SOME COUNTY, USA
REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

RFP Sample

Date

**REQUEST FOR PROPOSALS
(RFP)**

"Needs Assessment Study"

**Some County Sheriff's Office
Address**

**Name
Phone Number**

SOME COUNTY, USA

REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

PURPOSE

The Some County Sheriff's Office is seeking consultant services to conduct a Needs Assessment Study. The purpose of this Request for Proposals is to receive information from criminal justice consulting firms interested in working on the future project. The Sheriff's Office is interested in expediting the project and may pre-qualify firms to compete in a future selection process as more detailed information on the scope of the project is determined.

PROJECT DESCRIPTION

The Some County Sheriff's Office desires to conduct a Needs Assessment Study to determine current and future adult and juvenile capacity requirements and costs associated with the construction of a new facility. The Sheriff's Office operates _____ facilities with a combined average daily population of _____. Most are linear in design and limit the ability of staff to effectively manage the inmate population. The Sheriff's Office has attended the Planning of New Institutions program conducted by the National Institute of Corrections.

The scope of work for the Needs Assessment Study will include but not be limited to the following items:

1. Overview of the Criminal Justice System
2. Inventory and assessment of current buildings;
3. Data gathering and analysis;
4. Forecasting capacity requirements;
5. Space and operational requirements for a future facility;
6. Project cost for a future facility;
7. Public relations, and
8. Preparation of a final Needs Assessment Report.

The Some County Sheriff's Office anticipates the need to develop a new facility. The size and character of that project has not been determined at this time. The Sheriff's Office expects to have decisions on these matters by _____ and is interested in selecting a consulting firm to begin working with the Sheriff's Office during this developmental stage of the project.

REQUEST FOR PROPOSALS

The Some County Sheriff's Office is seeking formal proposals and statements of qualifications from consulting firms interested in being considered and evaluated for the project.

The proposal should include a statement regarding the firm's approach to a corrections project and detail not only the firm's experience but should identify the proposed project staff and their experience on corrections and law enforcement projects.

SOME COUNTY, USA
REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

PROPOSAL CONTENTS

1. Title Page
2. Letter of Introduction
3. Table of Contents
4. Firm's Approach to Corrections Projects
5. Staff Assignment to the Project
6. Experience in Similar Criminal Justice and Detention Facility Projects
7. References

SUBMITTING THE PROPOSAL

Submissions should be made in a package clearly marked with the identification of "REQUEST FOR PROPOSALS, SOME COUNTY SHERIFF'S OFFICE NEEDS ASSESSMENT STUDY". Please submit SIX (6) copies of your presentation to _____ (name, title and address). It will be the responsibility of the firm to deliver their proposals to _____.

The deadline for submitting your qualification is _____ PM, _____. Proposals received after this date and time will not be considered. At that time all proposals will be opened and analyzed by staff. Summary information will be prepared by staff and forwarded to the Sheriff with recommended additional steps or processes.

For information and questions please contact _____ (name and title), Some County Sheriff's Office, _____ (address, email, and phone number)

SELECTION

Upon your submission, the Some County Sheriff's Office staff will organize the information and present it in summary form to the Sheriff. The Some County Sheriff's Office will make any final selection. Prior to the final selection, they may select a short list and may require firms to make presentations and/or may require submittal of further documentation regarding the firms' capabilities and qualifications. Emphasis will be placed on those firms presenting the highest qualifications and exhibiting cooperative relationships with past clients. Of key importance is the firms understanding of the Planning of New Institutions Program and experience in the operation and planning of new correctional facilities.

A detailed cost proposal is not required at this time and will not be considered as a part of the selection process. The Some County Sheriff's Office anticipates negotiating a total project fee with the selected firm after the selection process has been completed.

RESERVATIONS

The Some County Sheriff's Office and the evaluation team reserve the right to reject any and all proposals, and to waive informality, technical defect, or clerical error in any proposal, as the interest of the Sheriff's Office may require. They reserve the right to select a group of firms for a future selection process.

Facility Development

Planning & Design

RFQ and RFP Checklist

National Institute of Corrections
Jails Division
1960 Industrial Circle
Longmont, CO 80501

Facility Development Planning and Design RFQ and RFP Checklist

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Facility Development Planning and Design RFQ and RFP Checklist

Planning and Design RFP Overview

Introduction

This checklist was developed to assist agencies in identifying the critical elements to include in their individual RFP's for planning and design services. The checklist is intended to serve only as a guide and not a final product. Each agency must be prepared to devote appropriate resources in the development of final documents. The checklist is divided into three sections; an overview of Request for Proposals, checklist questions, and three sample RFP's.

Purpose of RFQ's and RFP's

The American Institute of Architects (AIA) states that jurisdictions are free to use any method they feel appropriate to solicit and contract for architectural services. However, most jurisdictions choose to prepare either an RFQ (Request for Qualifications) or an RFP (Request for Proposal) for architectural/design services. Many follow a similar format and contain information on the project including a project description and proposed project cost and schedule. Whatever the case, the more comprehensive the information provided in the request, the better the response.

In the RFQ approach, a jurisdiction solicits qualifications from firms, evaluates the submittals, prepares a shortlist of firms for interviews, conducts the interviews, selects a firm and then negotiates a fee for the services. In the RFP approach, a jurisdiction follows the steps outlined above but may ask for more specific information on project approach and methodology and may also ask for a fee estimate for services. The selection process during the RFP approach may become more complex since fee for service becomes a part of the evaluation. Jurisdictions must make sure that they are comparing "apples to apples" when a fee review approach is taken. As an example, the low bidder may not have the best qualifications, or the low price may not include all of the services that the jurisdiction is requesting. Both the RFQ and RFP methodologies have strengths and weaknesses and the jurisdiction should decide which best meets their needs.

Each jurisdiction must be aware that RFQ's and RFP's only serve as a tool for their agency. (Often this document is the only method of providing information to and selection of a firm that will be a part of the team that determines the design and subsequent cost of their new facility). Therefore, the primary purpose of an RFP for architectural and/or planning services is twofold: One is to solicit from appropriate firms, an estimate of what type of services they will provide, and secondly, what those services may cost. Often, a greater emphasis is placed on cost rather than service. Each agency is encouraged to first review the proposed scope of service and then evaluate the proposed cost of those services.

Facility Development Planning and Design RFQ and RFP Checklist

RFP Overview

This section describes in summary form, the typical components of an RFP. It should be emphasized that this represents the typical RFP and each jurisdiction is encouraged to evaluate each component in relationship to their individual needs.

Purpose

One of the first steps that an agency must undertake is a determination of what services they are requesting. As an example, some agencies may be able to complete predesign work (often called facility programming) while others may be able to complete various site studies. In each case, the first task should be a thorough review of the agency's ability to complete the steps necessary to deliver the intended project. The document, Overview of the Facility Development Process (National Institute of Corrections Jails Division) may serve as a helpful tool during this analysis. Once that step has been completed, the agency will then be able to determine what services (purpose) will be solicited in the RFP.

It should be emphasized that it is the responsibility of the Tribe to clearly articulate what the tasks are and what products are expected from the process.

Examples of these tasks could include:

- Inmate capacity projections for the next 20 years at 5-year increments,
- Inventory and assessment of current facilities,
- Development of an Inmate Profile,
- Assessment of existing and proposed alternatives to incarceration,
- Modified capacity projections based on proposed pre- and post-trial alternatives to incarceration or changes in criminal justice policy,
- Projected operational costs, and
- Projected facility costs.

Pre-bid Meetings

Often a pre-bid meeting is scheduled to provide potential respondents the opportunity to tour existing facilities and interact with key agency staff. If a pre-bid meeting is scheduled, it is recommended that it not be mandatory. Often firms that are interested in responding may have scheduling conflicts and are unable to attend. By making the pre-bid meeting mandatory, a jurisdiction may inadvertently eliminate a potentially qualified respondent.

Facility Development Planning and Design RFQ and RFP Checklist

Project Description

This section of the RFP describes what activities have lead up to the Request for Proposals and what actions the jurisdiction has already taken. Detailed information is required. In this section, it is common to provide a description of the current facility and what deficiencies or problems are present. A description of the agencies, functions, or activities that will take place in the anticipated new facility would be beneficial to the firms that will respond to the RFP. Information on site selection will also provide direction to the responders. If the jurisdiction has a specific set of principles that they want translated into the new facility. This should be indicated in this section of the RFP. This section should serve to provide detailed information to the responding firms so that a tailored response can be developed for the RFP.

Proposal Contents

This section generally describes, in limited detail, what the jurisdiction is anticipating as a minimal level of information for each proposal. The jurisdiction should be specific in stipulating the mandatory items that should be provided.

Mandatory information often includes:

1. Project Principal and Experience
2. Project Staff and Experience
3. Project Team Experience
4. Project Understanding
5. Project Schedule
6. Programming/Design Approach
7. Contact Person and Information
8. Reference and Contacts

Proposal Format

This section of the RFP should outline the jurisdiction's requirements for responding to the RFP. It can be a simple outline of a proposed Table of Contents, or the jurisdiction may choose to detail the manner in which each section should be organized and in what order. Paper size and number of copies are often indicated along with any special requirements regarding photographs and other graphics.

Facility Development Planning and Design RFQ and RFP Checklist

Submitting the Proposal/Qualifications

This section of the RFP provides a description of where to send the copies of the proposal. In addition, it should provide a clear timetable for submission; interviews, selection and “start-up” should be detailed. It should include notice of due date and time, the required number of copies, and information on who to contact should there be additional questions. Some jurisdictions may choose to be very specific about who a potential responder may contact. It is important to limit phone calls and questions to a few specific individuals to maintain fairness and consistency in the process. Usually the submissions must be received on or before the due date and time. Late submissions are most often rejected without consideration.

Selection Process

This section should provide an overview of the steps and anticipated timeline of the selection process. Often, jurisdictions will also provide information about how each proposal will be evaluated based on specific evaluation criteria. The more information that is provided in this section, the more detailed the responses will be. If a jurisdiction is looking for specific skills or qualities in a firm (previous experience in similar projects), it should be noted. This may appropriately eliminate some firms from responding because they do not meet certain minimum requirements. An overview of the process should be provided, as well as, an indication of how firms will be ranked. If an objective scoring system will be utilized, values for each area to be scored should be contained in the RFQ/RFP.

Reservations

In this section, the jurisdiction should indicate that they reserve the right to reject any and all proposals and waive certain formalities. This will allow the jurisdiction to maintain as much flexibility as possible during the selection process. However, the jurisdiction should not view this as a way of circumventing a fair and objective process. To do so would only limit the pool of potential candidates.

Contract Negotiations

This section should outline the process for negotiating a contract with the successful bidder.

Facility Development Planning and Design RFQ and RFP Checklist

Sample Contracts

A jurisdiction may choose to provide a sample contract for review. This may be helpful as the firms prepare their response. Often questions may arise that could be answered in the sample contract.

Special Requirements

Any special requirements such as minority participation, veteran preferences, special insurance requirements etc., should be indicated in this section. Jurisdictions are encouraged to be careful when stipulating special conditions so that an unfair process does not develop, or so they don't reduce the number of qualified firms that will respond.

Advertisement

This section would typically indicate what publications the RFP has been advertised in. Closing dates for the advertisements may also be provided.

Planning and Design RFP Checklist Questions

The following list of questions is intended to provide direction in the development of a RFP for planning and design services. The list is not intended to be final but merely a starting point to assist each jurisdiction in the development of their RFP.

1. Who is responsible for coordinating the development, distribution and receipt of the RFP?
2. Who will be the key contact for answering RFP questions?
3. Who will be responsible for evaluating and ranking the responses to the RFP?
4. What statutes and/or procurement guidelines must be followed in developing the RFP?
5. Have we conducted a review of the status of our project?
6. Have we determined the supervision method for our new facility?
7. Have we identified what standards will apply to our new facility?
8. Have we selected a site, and if so, have we identified any special environmental considerations?
9. If artifacts are found during construction, how will they be handled?
10. Will the facility include both non-secure and secure areas?

Facility Development Planning and Design RFQ and RFP Checklist

11. Will the facility include spaces other than those associated with detention (i.e.: pistol ranges, special training areas, law enforcement offices etc.)?
12. Will the facility require provisions for future expansion?
13. What steps and/or services can we complete during the planning and design of our new facility?
14. What services must we contract for at this phase of our project?
15. Is a pre-bid meeting required?
16. Who will coordinate the pre-bid meeting?
17. Do we have a project description developed?
18. What information do we want to receive in each proposal?
19. Are there mandatory requirements for specific proposal information?
20. What format should each proposal follow?
21. Are firms allowed to deviate from a standard proposal format?
22. If a firm deviates from a standard proposal format, will they be penalized?
23. How will the selection process occur?
24. Do we have an established process for ranking submittals?
25. If we do not have an established process for ranking submittals, what is our process for developing evaluation criteria?
26. Will references be required?
27. If references are required, is there a time stipulation for when the projects will be completed?
28. Will references be contacted?
29. If references are contacted, is there a standard set of questions that will be asked of each contact?
30. Who will contact the references?
31. Will that person develop a reference summary statement for each proposal?
32. Does our jurisdiction reserve the right to reject any or all proposals?
33. How will we negotiate a contract?
34. Is the financial or legal department responsible for contract negotiations?
35. Who has authority to execute a contract for services?
36. What is the review process for contract negotiations?
37. Should we provide a sample contract as a part of the RFP?
38. What special requirements are necessary?

Facility Development Planning and Design RFQ and RFP Checklist

39. Is there a minimum level of insurance coverage that each firm must have to qualify?
40. Is there a preference for firms located within a minimum distance from the project site?
41. In which publications will we place an advertisement for the RFP?
42. Who will be utilized for the review, interview and selection committee?
43. Will copies of the proposal be provided to any individual agencies that are not on the selection committee and will we ask for their comments?
44. What is a manageable number of firms to select for oral interviews?
45. Do we want to request copies of prior work products from those selected for the final interview process?
46. Did we include a reasonable timetable for the submission, review interview, selection and start-up process?
47. Have we developed clear evaluation criteria for such proposal/interview?
48. Have we developed general questions to be asked of all firms interviewed, and specific questions for individual firms based on the review process?

RFQ Sample 1

REQUEST FOR QUALIFICATIONS
(RFQ)

*"DESIGN SERVICES FOR A
LAW ENFORCEMENT CENTER"*

Some County
City, State

Some County Board of County Commissioners

Name

Address

Phone Number

ISSUE DATE

REQUEST FOR SUBMITTALS OF QUALIFICATIONS

PURPOSE

The County of Some is seeking architectural services in order to develop a Law Enforcement Center. The purpose of this Request for Qualifications is to receive information from architectural firms interested in working on this project. Some County is interested in expediting the project and will pre-qualify firms to compete in the selection process.

REQUEST FOR QUALIFICATIONS

Some County is seeking statements of qualifications from architectural firms interested in being considered and evaluated for the project.

PROJECT DESCRIPTION

Existing space for the Some County Police Department has been inadequate for many years, which seriously affects the department's ability to conduct law enforcement business. Currently, the _____ is housed in 3 separate facilities. The county is paying rent for space in the _____ building. If a new facility is not built, the county will pay an estimated \$3,818,168 in rent over the next 25 years. The Patrol Division, Communications Center and Records Bureau are located in a building designed to serve as the police fleet garage. The current Some County Jail constructed in 1940 has a capacity of only 19 inmates and antiquated design causes numerous operational problems. The Average Daily Inmate Population has increased by 39% from 1980 (17.89) to 1994 (24.88). Inmate counts have been as high as 45 inmates during the last year. The capacity limitations prohibit female offenders from being placed in jail. Currently, Some County is paying \$40.00 per day per inmate to house female inmates in _____ County since female space is not available in Some County. Inmate bed capacity is projected to be 75 by the year 2016. If a new facility is not constructed, greater number of inmates will be required to be housed out of county at a projected cost of \$13,440,607 over the next 25 years. The jail does not meet state and national jail standards making the county vulnerable to litigation for jail conditions.

Some County must provide new consolidated space to bring each component of the police department together and to provide sufficient jail space to safely and securely hold pre-trial and convicted offenders. Therefore, the County intends to construct, operate, and maintain a consolidated Law Enforcement Center at a cost of \$10,800,000 financed by a .5% (one-half of one percent) countywide retailers' sales tax. A site has been selected for the LEC and negotiations for purchase have been completed.

REQUEST FOR SUBMITTALS OF QUALIFICATIONS

STATEMENT OF QUALIFICATIONS CONTENTS

In order to help review each submission, Some County is asking that your Statement of Qualifications be organized according to the following format.

1. Title Page
2. Letter of Introduction
3. Table of Contents
4. Firm's Approach to Law Enforcement Centers and Corrections Projects
5. Staff Assignment to the Project
6. Experience in Criminal Justice and Detention Facilities
7. List of three facilities to tour as representative of the firm's design capabilities
8. Financial Statement
9. Other Information (Optional)

Include in the statement of qualifications information regarding the firm's design approach to a law enforcement center and corrections project. Provide detail regarding the firm's law enforcement design experience, and identify the project staff and the staff's relevant corrections project experience.

The qualifications document should not include a statement regarding the firm's fee structure.

SUBMITTING THE QUALIFICATIONS

Submissions should be made in a package clearly marked with the identification of "WRITTEN QUALIFICATIONS: SOME COUNTY LAW ENFORCEMENT CENTER". Please submit ten (10) copies of your presentation as follows: Nine (9) copies delivered to the Some County Board of County Commissioners, attention _____ (name), _____ (address, and phone number), no later than _____ PM on _____. It will be the responsibility of the firm to deliver their qualifications to _____. One (1) additional copy of the statement of qualifications must be delivered to _____ (name), _____ (address, and phone number) no later than _____ PM on _____. It will be the responsibility of the firm to deliver their qualifications to the persons and agencies indicated above.

Qualifications received after the date and time indicated above will not be considered. At that time all qualifications will be opened and analyzed by staff. Summary information will be prepared by staff and presented to the Board of County Commissioners for their review.

REQUEST FOR SUBMITTALS OF QUALIFICATIONS

Questions or clarification may be directed to _____ (name),
_____ (address, phone number and email).

PRESENTATION TO THE BOARD OF COUNTY COMMISSIONERS

After submission, each firm will be asked to make a presentation to the Some County Board of County Commissioners. Dates and times for those presentations will be selected alphabetically.

SELECTION

Upon submission of your proposal, Some County staff will organize the information and present it in summary form to the County Commissioners. The County Commissioners will make a final selection by _____.

Prior to the final selection, the Board of County Commissioners will select a short list and may require firms to make additional presentations and/or require submittal of further documentation that the firms are capable and qualified to design this project. This will include an interview to be conducted in the firm's office and a tour of representative projects completed within the last five years. Emphasis will be placed on those firms presenting the highest qualifications and exhibiting cooperative relationships with past clients.

RESERVATIONS

The Commissioners and the evaluation team reserve the right to reject any and all qualifications and to waive informality, technical defect, or clerical error in any qualification, as the interest of the County may require. They reserve the right to select a group of firms for a future selection process or to move to any one or any other firms in their negotiation process and perhaps return to one or several before the final determination is made.

All costs incurred in the preparation of the statement of qualifications will be borne entirely by the submitter. Anything submitted to Some County becomes the property of Some County and becomes a public record.

CONTRACT NEGOTIATIONS

Some County will attempt to negotiate and contract for design services with the most qualified firm. If an agreement cannot be reached there will be an attempt to negotiate a contract with the second most qualified firm. This process will continue until an agreement is reached or Some County exhausts the approved list.

**REQUEST FOR SUBMITTALS OF PROPOSALS
SOME COUNTY PUBLIC SAFETY CENTER PROJECT**

RFP Sample 1

**REQUEST FOR PROPOSALS
(RFP)**

***"ARCHITECTURAL AND PLANNING SERVICES
FOR A
PUBLIC SAFETY CENTER"***

**Some County
City, State**

Some County Board of County Commissioners
Mailing address
Phone number

ISSUE DATE

REQUEST FOR SUBMITTALS OF PROPOSALS
SOME COUNTY PUBLIC SAFETY CENTER PROJECT

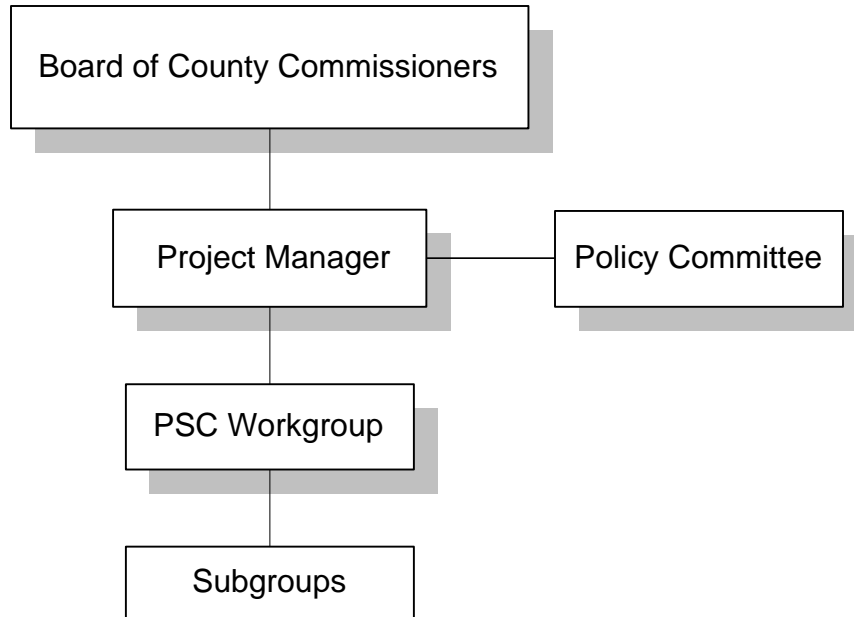
PURPOSE

The County of Some is seeking architectural services to develop a schematic design and general set of specifications for a new Public Safety Center. The purpose of this Request for Proposals is to receive information from architectural firms interested in working on this project phase. The County may expedite the project by pre-qualifying firms to compete in a future selection process.

PROJECT DESCRIPTION

In ____, the voters of Some County approved the design and construction of a new Public Safety Center. The center will house the following agencies:

_____. Significant time has elapsed since voters approved the measure. This is in part, a result of the negotiations between the State of Any and the County on funding for the _____ and _____ space. It is anticipated that by the end of April, a firm project budget will be established. The County has hired _____ to serve as project manager representing the County throughout the project. The following organizational chart is provided for clarification.



In ____, the County decided on the site for the proposed facility and to use a design/build delivery approach. The architect who will be hired for this phase of work is anticipated to also assist in the development of the design/build RFP and review submittals to that RFP. Further the firm that is hired for this phase of work will not be considered for any part of the design/build phase.

REQUEST FOR SUBMITTALS OF PROPOSALS
SOME COUNTY PUBLIC SAFETY CENTER PROJECT

Since, time is of the essence; the following schedule has been established.

1. RFP for Schematic Design – issued _____, selection by _____
2. Space Program Complete by _____
3. Schematic Design Completed by _____
4. Design Build RFP issued by _____
5. Design Build Selection by _____
6. Construction started _____
7. Facility Occupancy by _____.

The selected firm must be able to demonstrate a willingness and ability to meet the July deadline. _____ is responsible for completing the space program and developing detailed room data sheets. The selected firm will work closely with _____ and key representatives of Some County. The selected firm must make available to the County and the Design Build Team all documents created during the schematic design. The selected firm should also be prepared to develop detailed cost estimates at agreed-to intervals during schematic design.

PROPOSAL CONTENTS

The proposal should include a statement regarding the firm’s approach to public safety projects and detail not only the firm’s experience, but should identify the proposed project staff and their experience on similar projects. Each proposal must demonstrate how the firm will meet the deadlines established by the County. The proposal must include a cost statement identifying hourly rates and expenses for work associated with the project. *Proposed costs will not be used in the interview selection process.*

PROPOSAL FORMAT

The proposal should adhere to the following format in order to assist the County in evaluating each submittal. It is also recommended that the proposal not exceed 15 pages in length, including references and staff information.

1. Title Page
2. Letter Of Introduction
3. Table Of Contents
4. Firm's Approach To Corrections Projects
5. Project Staff Assignment
6. Experience In Public Safety And Related Projects
7. Fee And Expense Schedule And Estimate Of Hours By Staff Assigned To The Project
8. Other Information (Optional)

REQUEST FOR SUBMITTALS OF PROPOSALS
SOME COUNTY PUBLIC SAFETY CENTER PROJECT

SUBMITTING THE PROPOSALS

Submissions should be made in a package clearly marked with the identification of "WRITTEN PROPOSALS: PUBLIC SAFETY CENTER". Please submit eight (8) copies of your proposal to the Some County Board of County Commissioners. The deadline for submitting your proposal is _____ PM, _____. Proposals received after this date and time will not be considered.

It is the responsibility of the architect to deliver their proposal.

The Board of County Commissioners request that all questions or clarifications be directed to _____. (include name, address, phone numbers and email address).

SELECTION

The County Commissioners will make all final selections. However, upon your submission, staff will organize the information and present it in summary form to the County Commissioners. Staff may recommend additional steps or processes.

Prior to the final selection, a short list of three firms may be selected and required to make presentations and/or be required to submit further documentation. Emphasis will be placed on those firms that demonstrate qualifications for this project and exhibiting cooperative relationships with past clients.

Interviews are scheduled for _____ from 1:30 PM to 4:30 PM. The interviews will consist of a 20-minute presentation followed by questions and answers.

RESERVATIONS

The Commissioners and the evaluation team reserve the right to reject any and all proposals, and to waive informality, technical defect, or clerical error in any proposal, as the interest of the County may require. They reserve the right to select a group of firms for a future selection process or to move to any one or any other firms in their negotiation process and perhaps return to one or several before the final determination is made. Further, the Board reserves the right to contract for any future architectural services based on this selection process.

Advertisement

_____ will send individual mailings to firms that have already expressed an interest in this project and advertise in the following publications:

- ◆ Denver Post
- ◆ Rocky Mountain News

SOME COUNTY, USA
REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

RFP Sample 2

Date

**REQUEST FOR PROPOSALS
(RFP)**

"Needs Assessment Study"

**Some County Sheriff's Office
Address**

**Name
Phone Number**

SOME COUNTY, USA
REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

PURPOSE

The Some County Sheriff's Office is seeking consultant services to conduct a Needs Assessment Study. The purpose of this Request for Proposals is to receive information from criminal justice consulting firms interested in working on the future project. The Sheriff's Office is interested in expediting the project and may pre-qualify firms to compete in a future selection process as more detailed information on the scope of the project is determined.

PROJECT DESCRIPTION

The Some County Sheriff's Office desires to conduct a Needs Assessment Study to determine current and future adult and juvenile capacity requirements and costs associated with the construction of a new facility. The Sheriff's Office operates _____ facilities with a combined average daily population of _____. Most are linear in design and limit the ability of staff to effectively manage the inmate population. The Sheriff's Office has attended the Planning of New Institutions program conducted by the National Institute of Corrections.

The scope of work for the Needs Assessment Study will include but not be limited to the following items:

1. Overview of the Criminal Justice System
2. Inventory and assessment of current buildings;
3. Data gathering and analysis;
4. Forecasting capacity requirements;
5. Space and operational requirements for a future facility;
6. Project cost for a future facility;
7. Public relations, and
8. Preparation of a final Needs Assessment Report.

The Some County Sheriff's Office anticipates the need to develop a new facility. The size and character of that project has not been determined at this time. The Sheriff's Office expects to have decisions on these matters by _____ and is interested in selecting a consulting firm to begin working with the Sheriff's Office during this developmental stage of the project.

REQUEST FOR PROPOSALS

The Some County Sheriff's Office is seeking formal proposals and statements of qualifications from consulting firms interested in being considered and evaluated for the project.

The proposal should include a statement regarding the firm's approach to a corrections project and detail not only the firm's experience but should identify the proposed project staff and their experience on corrections and law enforcement projects.

SOME COUNTY, USA
REQUEST FOR PROPOSALS -- NEEDS ASSESSMENT STUDY

PROPOSAL CONTENTS

1. Title Page
2. Letter of Introduction
3. Table of Contents
4. Firm's Approach to Corrections Projects
5. Staff Assignment to the Project
6. Experience in Similar Criminal Justice and Detention Facility Projects
7. References

SUBMITTING THE PROPOSAL

Submissions should be made in a package clearly marked with the identification of "REQUEST FOR PROPOSALS, SOME COUNTY SHERIFF'S OFFICE NEEDS ASSESSMENT STUDY". Please submit SIX (6) copies of your presentation to _____ (name, title and address). It will be the responsibility of the firm to deliver their proposals to _____.

The deadline for submitting your qualification is _____ PM, _____. Proposals received after this date and time will not be considered. At that time all proposals will be opened and analyzed by staff. Summary information will be prepared by staff and forwarded to the Sheriff with recommended additional steps or processes.

For information and questions please contact _____ (name and title), Some County Sheriff's Office, _____ (address, email, and phone number)

SELECTION

Upon your submission, the Some County Sheriff's Office staff will organize the information and present it in summary form to the Sheriff. The Some County Sheriff's Office will make any final selection. Prior to the final selection, they may select a short list and may require firms to make presentations and/or may require submittal of further documentation regarding the firms' capabilities and qualifications. Emphasis will be placed on those firms presenting the highest qualifications and exhibiting cooperative relationships with past clients. Of key importance is the firms understanding of the Planning of New Institutions Program and experience in the operation and planning of new correctional facilities.

A detailed cost proposal is not required at this time and will not be considered as a part of the selection process. The Some County Sheriff's Office anticipates negotiating a total project fee with the selected firm after the selection process has been completed.

RESERVATIONS

The Some County Sheriff's Office and the evaluation team reserve the right to reject any and all proposals, and to waive informality, technical defect, or clerical error in any proposal, as the interest of the Sheriff's Office may require. They reserve the right to select a group of firms for a future selection process.