



11252.004

AROOSTOOK COUNTY JAIL DESIGN SERVICES

NOVEMBER 03, 2025

144 Sweden Street, Suite 1
Caribou, Maine 04736



HALEY WARD.

One Merchants Plaza, Suite 701
Bangor, ME 04401

November 3, 2025

Aroostook County Government
ATTN: Ryan D. Pelletier, County Administrator
144 Sweden Street, Suite 1
Caribou, Maine 04736
ryan@aroostook.me.us

RE: REQUEST FOR PROPOSALS FOR AROOSTOOK COUNTY JAIL DESIGN SERVICES

Dear Mr. Pelletier:

Haley Ward, Inc. (Haley Ward) is pleased to provide our response to your request for proposals for a new corrections facility for Aroostook County (County).

Haley Ward is a full-service consulting firm with a 47-year history of working with municipal, state, federal, education, and commercial clients in a variety of sectors. Our talented multi-disciplinary team of architects, engineers, environmental scientists, geologists, and surveyors efficiently manage our clients' projects and work dilligently to provide solutions that meet their defined needs.

For your project, we are particularly excited to welcome RQAW | DCCM to our design team as our corrections consultant. They will share their experience and perspective in the creation of new correctional facilities such as the one that you are considering for Aroostook County, building on our expertise for this project. They have participated in the development of many such buildings across the country, each with its own specialized set of client needs, building size requirements, and project budgets. They offer a unique approach to correctional building development which focuses on a modular, scalable design that saves cost and supports expandability in ways that more traditional construction methods cannot approach.

Haley Ward and RQAW | DCCM are currently working together to create a new correctional center for Penobscot County that is based on the same modular approach. It is our belief that our design team can capitalize on RQAW | DCCM's corrections design approach to create significant savings for the County over other competing design methodologies and building systems.

With RQAW | DCCM on our team, we are able to provide all of the expertise you need to develop a successful jail project. They will bring their specialized knowledge about correctional center design and associated building systems, while Haley Ward will provide knowledge of local architectural norms, Maine building and zoning codes, structural design, the local bidding environment, and construction administration requirements. Our environmental scientists and civil engineers will share their understanding of site selection, land planning, and wetland and environmental requirements, while our surveyors will define the extents of candidate building sites.

All of this expertise will be provided by our local consulting engineering firm with roots in Maine and an extensive track record of doing work throughout our state and specifically, in Aroostook County. Working with a firm that provides a single point of contact for all of your needed services will simplify and streamline the whole project for County officials, allowing your team to focus on what is needed rather than how the project will be accomplished.

We greatly appreciate your consideration and hope that in the end you feel, like we do, that we are the right partner for this project. Please do not hesitate to contact us with any questions you may have.

Sincerely,
Haley Ward, Inc.



Chip Haskell, PE
Senior Project Manager | Point of Contact



Matthew Carter, AIA
Senior Project Architect



Rob Harvey
Engineering Director / Vice President

ACH/MGC/RH/cmg

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HALEYWARD.COM



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01

PROJECT UNDERSTANDING AND APPROACH

PROPOSED APPROACH

PHASE I: APPROACH & METHODOLOGY

The RQAW | DCCM / Haley Ward team excels at delivering meaningful studies, assessments, and designs that result in realistic solutions for our clients that produce viable projects. We will utilize the following steps to strategically prepare all necessary data to make informed decisions. RQAW | DCCM will work with the County to assess your needs and provide multiple solutions. During the assessment process, several specific objectives to be addressed:

- Review the specific areas of concern identified by the County. This could include a review of the existing facility to establish precedence of concerns. RQAW | DCCM / Haley Ward recommends and can conduct discussions with other departments as necessary or as identified by the owners' committee.
- Provide a detailed architectural program for the Jail, office spaces, and other involved departments.
- Assess the current justice system and jail statistics to establish types of crimes, offenders, and classification of jail inmates.
- Review all pertinent data concerning the present facilities (size, deficiencies, and inspection reports).
- Evaluate and analyze potential sites for the following including but not limited to utilities, campus master planning, parking, and future expansion.
- Estimate project and operational costs, including staffing, or provide information to the Owner's Representative for the development of these estimates.
- Include a schedule of design and construction by duration for each option presented.
- Review and identify "Alternative Solutions" to new construction.



METHODOLOGY & PLANNING PROCESS

The primary objective of the first step of the project is to provide organization for the process while establishing the goals and direction the County wishes to take in the development of the project, including:

- Establish a planning committee.
- Develop reporting and accounting procedures for all aspects of the project.
- Establish the scope of the Assessment.
- Establish a preliminary schedule.
- Develop a mission statement for the Jail.
- Develop short and long-range planning goals.

DATA COLLECTION

The primary objective of the second step of the Assessment is to collect and summarize the data and establish the space needs and population projections to be used as a basis to determine the detailed architectural program for each element of the project. During this step, a facility analysis will be conducted in order to optimize the efficiency of the existing facility along with the staffing potential. The following items will be addressed:

- Inmate population projections – Develop criteria to be utilized to determine the scale of the space needs, capacity, and services required for justice facilities. Elements to consider include:
- Interview key criminal justice personnel. Conduct interviews with judges, sheriff and staff, prosecutor, county auditor, probation department, state jail inspector and county board members.
- Review demographics and statistical data used to determine the inmate population.
- Review previous research studies and jail inspection reports.
- Collect jail statistics – collect and review average daily population, length of stay by offense, net bookings, felony and misdemeanor inmates, pre-trial, adult males and females in jail, DWI, weekenders, and work release.
- Review current policies and procedures regarding jail operations including classification of inmates, housing inmates outside the county, inmate transportation, and inmate transfer to court. Make recommendations for investments in safety, security, and efficiency.
- Determine county census for past 10-20 years and projected growth for the next 20 years.
- Explore any criminal code revisions that may impact future Average Daily Population.
- Inventory personnel/staffing.

FACILITY CRITERIA

The primary objective of the third step is to compile the data collected in Step 2 into an architectural program that begins to establish the scope of the project. Size, site, character, and cost will be developed in this step.

Facility Evaluation/Program

- Review existing facilities, document existing functional and code related deficiencies.
- Determine needs/components.
- Establish relationship of components.
- Determine spatial requirements and establish optimum square footage.
- Develop detailed architectural program.
- Determine the most appropriate inmate housing mix.
- Determine future expansion capabilities.
- Review standards to which any renovation, renovation/addition, or new construction must conform. Determine the relative impact on conformance with ACA standards as compared to local state jail standards.
- Determine operational philosophy of the facility.
- Perform an analysis of all correctional processes.

DATA COLLECTION CONT.

Project Cost Analyses - *prepare cost analyses of each option reflecting all costs associated with the solution, including:*

- Demolition.
- Utility relocation.
- Site improvement, such as sidewalks and parking lots.
- Landscaping.
- Construction costs.
- Furnishings and equipment.
- Professional compensation.
- Financing (as provided by the County's financial advisor).
- Develop staffing/operational cost projections for all options.

Master Plan - *develop conceptual drawings utilizing criteria established above to illustrate:*

- Construction of a Judicial/Jail Campus Plan.
- Other alternatives that may be discussed during project organization.

PRELIMINARY/FINAL REPORT/REFERENDUM PACKAGE

This important step provides the first assemblage of all data accumulated and summary recommendations for the original goals and objectives of the study for review prior to final recommendations. The Final Report and Referendum package will be presented to the Commissioners and at the public hearing, as required.

PHASE II: TRANSITION TO FINAL DESIGN DRAWINGS & PROCUREMENT/CONSTRUCTION ADMINISTRATION

Upon approval of the conceptual design/referendum package, we will enter a highly structured progression toward final documentation:

- **Design Development:** Refinement of spatial planning, building systems integration, and envelope strategies. Detailed material selection aligned with performance, budget, and aesthetic goals. Coordination with engineering consultants to ensure systems compatibility.
- **Technical Documentation:** Production of coordinated architectural drawings, including plans, sections, elevations, schedules, and details suitable for permitting and construction. Close alignment with consultants to ensure all systems are well-integrated and constructible.
- **Leveraging Technology:** Use of Building Information Modeling (BIM) and Virtual Reality (VR) for precision, coordination, and visualization.
- **Quality Assurance:** A rigorous internal review process to ensure code compliance, adherence to project goals, and documentation clarity. Ongoing value engineering in collaboration with the client and contractor, without sacrificing design integrity.

PROCUREMENT/BIDDING/CONSTRUCTION ADMINISTRATION

RQAW | DCCM / Haley Ward has extensive experience with multiple delivery options, will work with the county to establish the optimal method and deliver on support throughout the process to project completion. Post completion training assistance and warranty walk thru is standard practice to ensure the long term satisfaction of the county.

KEY BENEFITS OF THE RQAW | DCCM APPROACH: DESIGN, TEST, REFINE

DESIGN PHILOSOPHY

Our planning process and methodology ensures that the County will receive a full report of all data that has been collected throughout our facility assessment. In addition to our reports, we will provide continual communication and presentations to ensure stakeholder participation. We are known for building consensus by giving all stakeholders the ability to participate in the decision-making process. Throughout every study and project, an intensive one-day charrette will be scheduled to quickly fuse ideas from Aroostook County and their stakeholders with our Project Team's experience and expertise to create defined project goals. By bringing the right people to the table, we can reach a consensus for highly developed project goals in a short period of time.

BUILD CONSENSUS

The RQAW | DCCM team is known for building consensus by giving all stakeholders the ability to participate in the decision-making process. We will hold an intensive one-day charrette that quickly fuses the ideas from Aroostook County stakeholders with our project team's experience and expertise to create defined project goals. By bringing the right people to the table, we are able to arrive at a consensus for highly-developed project goals in a very short period of time.

TAILORED DESIGN

Our design goals will focus on the ability to create innovative solutions with you and your goals in mind. By utilizing a collaborative process, we make sure that every project stakeholders' needs are met and incorporated into the design. Our approach focuses on building consensus and leveraging technology as well as understanding the justice market, quality control, and communication. These vital aspects will enable Aroostook County to gain a more purposeful project, specifically tailored to your needs and on time and under budget.

MORE FOR LESS

With RQAW | DCCM's utilization of virtual reality and 3D modeling software, you have the ability to walk through your proposed facility prior to any construction. Seeing your vision brought to life can save time, money, and even reduce the likelihood of costly change orders during the construction process. These project reviews can identify potential obstacles before a shovel even hits the ground, reducing the potential for errors, delays, and cost overruns. No matter what your project needs may be, our team can guide you through a variety of delivery methods to help you make the best construction management decision for your project.

LOW COST OPERATIONS

RQAW | DCCM is experienced in creating operationally efficient and sustainable spaces that will increase your return on investment. Our team is knowledgeable in material durability and energy efficient design. We will help discover the right path for your long-term efficient solution.

QUALITY AT EVERY STEP

We track your design input through regular owner meetings and Bluebeam Revu software, which timestamps and documents all comments. Drawings and markups are reviewed and signed off on during the QA/QC checklist process, and can be viewed by you via PDF. This process helps ensure that your vision is being implemented.

DESIGNING FOR SAFETY

Our team specializes in designing justice facilities with a strong focus on staff safety, operational efficiency, and proper inmate classification. We carefully plan facility layouts to ensure secure and streamlined movement throughout the facility while maintaining clear sight lines into all detention areas. By prioritizing visibility and accessibility, our designs enhance supervision, safety, and overall functionality, creating environments that support both staff effectiveness and the well-being of detainees.

VALUE ENGINEERING

Before the bidding process takes place, RQAW | DCCM will give a thorough review of documents to collaboratively seek revisions that should lower costs without sacrificing quality. We also meet with subcontractors and ask for their subject-matter expertise. (ie: a different type of material that will give the same result at a lower cost or a different layout we can utilize that will lower the distance of runs for items like plumbing and electrical). During this process, we meet with the project owner to provide the available options, along with an explanation, and then the owner decides how they would like to proceed.



02

FIRM QUALIFICATIONS AND KEY PERSONNEL

SECTION 2 | FIRM QUALIFICATIONS AND KEY PERSONNEL

Our team provides several unique advantages for Aroostook County's (County) project that result from our ability to unify the proven skills of architecture, interior design, and engineering, expertise within a nation-wide multi-disciplinary firm. With extensive professional and project execution resources, Haley Ward is able to support the Aroostook County Government as follows:

- **Location:** Haley Ward has offices in Bangor and Presque Isle, Maine. Our proximity to the County's offices will allow ease of access to you and your staff as well as a knowledge of local building codes, construction resources and community needs as they apply to the Aroostook County Jail project.
- **Familiarity:** Our lead architect has over 30 years in architectural design and construction. His background as well as the rest of the team's experience will help us to improve the sustainability, efficiency, and suitability of your future jail facility to its role in the community.
- **Corrections Experience:** RQAW | DCCM brings significant experience in the design of corrections facilities to our team, as shown by their extensive portfolio of work in this arena. Their modular approach to jail design results in secure, humane, and attractive facilities that are cost-effective in a way that traditional designs cannot match. Their architectural designs and MEP systems designs are ideally suited to corrections projects. It is our belief that our design team can capitalize on RQAW | DCCM's corrections design approach to create significant savings for Aroostook County over other competing design methodologies and building systems.
- **Project Experience:** As noted in the cover letter, the Haley Ward project team has worked on several renovations and additions and new designs for public safety and other government buildings. We understand the importance of community involvement, county budgets, state and local permitting, and carefully considered building design to support the County as it grows and changes.
- **All Services Under One Roof:** Our team provides "all services under one roof". This makes it easier for you to work with us, and for our team to coordinate our work together. In the case of your project, this allows our architectural team to work seamlessly with our structural and MEP teams to provide a quality design that meets your needs.
- **Project Horsepower:** When the time comes to complete the project, our team's extensive project execution resources allow us to work quickly and accurately to complete the work on time and on budget.

Haley Ward's experience with government building types will help the County achieve its goals. Add to that our deep connection to our home state, the people who live here, and that our employee owners are also your neighbors, we know by working together we will be able to produce a new County jail that will stand the test of time. We have participated in many similar projects including:

- Penobscot County Correctional Facility
- Ignite PI/Northeastland Hotel Renovation
- Friends of Veterans Library in Patten, Maine
- Washburn Public Safety Building Concept Design
- Skowhegan Public Safety Building
- Lincoln Municipal Building
- Bangor Police Station*
- Brewer Public Safety Building*

**Matt Carter completed these projects while employed under WBRC.*



COMPANY PROFILE

Haley Ward is a 100% employee-owned technical consulting firm offering a wide range of engineering, architectural, environmental, and surveying services focused upon delivering client-based solutions. Founded as CES, Inc. of Brewer, Maine in 1978, our company evolved into Haley Ward in 2020 to better represent our increasing size, reach and services portfolio.

While our name has changed, our commitment to our clients has not. By listening attentively to clients' needs and working collaboratively, Haley Ward delivers optimal solutions built on value, quality, promptness, and teamwork.

Functioning as a team within our organization, and most importantly with our clients, promotes effective communication and results in the delivery of a cost-efficient project that is customized to fit your needs.

At Haley Ward, we value accountability and collaboration. These values drive us to provide

every client with quality service that meets, and often exceeds their expectations, and is one of the reasons clients routinely return to us for help. Haley Ward retains clients through our technical ability and years of experience solving problems across a wide spectrum of complexity.

Haley Ward is headquartered in Bangor, Maine, with branch offices located in Maine, Massachusetts, Connecticut, New Hampshire, and Florida. Our growing team includes 250 employee owners.



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FIRM OVERVIEW

ROAW | DCCM is a leading engineering and architecture firm dedicated to transforming the justice landscape through innovative, human-centered design. With a specialized focus on justice facilities, we bring together a multidisciplinary team of architects, engineers, planners, and consultants to create spaces that promote safety, dignity, and rehabilitation. Our mission is to design environments that not only meet operational needs but also address the broader societal goals of restorative justice and community well-being.

Our approach emphasizes stakeholder engagement, bringing together clients, community members, and justice system experts to tailor each project to its unique context. We prioritize features like natural light, biophilic design, and rehabilitative program spaces to foster positive outcomes, reduce recidivism, and enhance staff wellness. With a proven track record of navigating complex regulatory requirements and budget constraints, we deliver projects that balance functionality with a forward-thinking vision for justice.

HALEY WARD KEY PERSONNEL



CHIP HASKELL, PE

SENIOR PROJECT MANAGER / POC

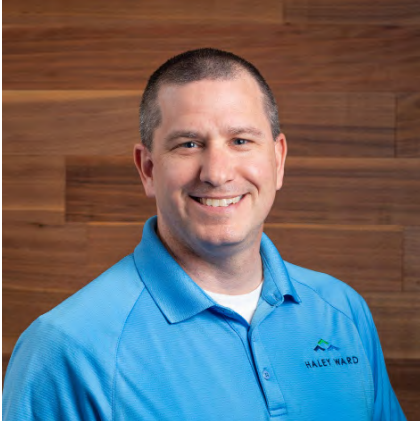
Chip has over 19 years of experience working as an Engineer on a variety of projects, including road and site design and layout, storm drain and sanitary sewer systems, permitting, and pre and post hydrology studies. Chip has managed multi-disciplined engineering projects ranging from small residential projects, to long term multi-million dollar development projects.



MATTHEW CARTER, AIA

PROJECT ARCHITECT

Matt has over 30 years of experience providing architectural design, civic architecture, institutional design, and historic preservation. Matt has designed and delivered civic facilities including churches, libraries, public safety buildings, housing, and offices with a concentration on renovation and rehabilitation projects.



CHRIS SNOWDEAL, PE

STRUCTURAL ENGINEER

Chris has over 20 years of structural engineering experience, including foundation design and design of wood, steel, and concrete structures. Additionally, Chris also has over 13 years of site design experience, including site plan and storm water quantity applications, subdivision designs, and design of underground utilities.



ANDREA DICKINSON

ENVIRONMENTAL PROJECT PROFESSIONAL

Andrea has over 15 years of experience conducting investigations and remediations of contaminated properties including Phase I Environmental Site Assessments, and Brownfields and Superfund cleanups. She also has experience with NEPA Environmental Site Assessments, and permitting and compliance.



JEFF TEUNISEN, PLS

PROFESSIONAL SURVEYOR

Jeff has over 25 years of surveying experience. As a Professional Surveyor and Survey Director, Jeff oversees the overall survey operations of Haley Ward. Jeff is responsible for project development, project oversight, internal management, staff development, and team coordination. Jess takes an active role serving as a client liason.



SANJAY PATEL, AAIA, LEED AP, CPTED

SENIOR PROJECT MANAGER, JUSTICE STUDIO LEAD

Sanjay leads the RQAW | DCCM Justice Studio and has played an integral role in every RQAW | DCCM Detention project for the last 32 years. His leadership and expertise have led to RQAW | DCCM jail design innovations, including direct contact ports in central control and self-contained housing pods with all support components. Further, Sanjay has developed a flexible systematic approach to control bed counts and costs. This has been instrumental in establishing early, successful construction budgets. His excellent communication and collaborative approach results in solutions that are tailored to a client's specific needs and budget.

RELEVANT PROJECT EXPERIENCE

- Knox County Jail Addition & Renovation, *Vincennes, IN*
- Gibson County Jail, *Princeton, IN*
- Wabash County Jail Addition & Renovation, *Wabash, IN*
- Vermillion County Jail, *Hillsdale, IN*
- Dubois County Justice Campus, *Jasper, IN*
- Hendricks County Jail, *Danville, IN*
- Hancock County Jail, *Greenfield, IN*
- Delaware County Justice & Rehabilitation Center, *Muncie, IN*
- Hamilton County Jail, *Noblesville, IN*
- Daviess County Jail Addition & Renovation, *Washington, IN*
- Greene County Jail, *Bloomfield, IN*
- Posey County Jail, *Mt. Vernon, IN*
- Miami County Jail, *Peru, IN*
- Marshall County Jail, *Plymouth, IN*
- Jasper County Jail, *Rensselaer, IN*
- Cass County Jail, *Logansport, IN*



HEATHER LEZON, AAIA

ARCHITECTURAL PROJECT MANAGER

Heather brings over six years of architectural expertise to the RQAW | DCCM Justice Studio, where she assists in the design and development of justice facilities, including courthouses, detention centers, and juvenile rehabilitation spaces. Her deep knowledge of architecture and design shines through in her ability to craft detailed plans and drawings that serve as critical blueprints for constructing secure and functional environments. Heather's meticulous attention to detail ensures that every design element is carefully documented to streamline project execution and meet the unique demands of justice-focused construction.

RELEVANT PROJECT EXPERIENCE

- Madison County Jail, *Anderson, IN*
- Warrick County Security Center, *Boonville, IN*
- Vigo County Community Corrections, *Terre Haute, IN*
- Grant County Jail, *Marion, IN*
- Penobscot County Jail, *Hampden, ME*
- Chester County Jail, *Chester, SC*



MICHAEL GARRINGER, AIA, RID, NCARB, LEED AP BD+C

PRINCIPAL ARCHITECT, DIRECTOR OF ARCHITECTURE

RQAW | DCCM's Director of Architecture, Michael brings over 25 years of experience in planning, designing, and constructing projects encompassing a diverse range of architectural project types. He is experienced in all project phases, from planning & design through completion of construction, coordinating the efforts of clients, consultants, contractors, and government agencies. His excellent technical qualifications complement an inherent sense of creativity in the design of architecturally strong and functional facilities. Michael is highly organized, proficient, and detail-oriented, which allows him to work well with others for successful project delivery.

PROJECT EXPERIENCE

- Grant County Jail, *Marion, IN*
- Madison County Jail, *Anderson, IN*
- Howard County Jail, *Kokomo, IN*



DUSTIN BARTH, PE

MEP ENGINEERING MANAGER

With nearly a decade of experience, Dustin has been innovative in his mechanical engineering design for a variety of building and facility types. As MEP Manager, his well-rounded experience has greatly benefited his career, especially in the category of commercial buildings. His past experience also includes several design projects on mechanical and plumbing systems for jails, fire stations, assisted living/skilled nursing facilities, office buildings, and schools. Dustin's exposure to multiple job sites has provided him with the foresight to design with efficiency and practicality in mind, ensuring project success from the start.

RELEVANT PROJECT EXPERIENCE

- Delaware County Justice & Rehabilitation Center, *Muncie, IN*
- Knox County Jail Addition & Renovation, *Vincennes, IN*
- Wabash County Jail Addition & Renovation, *Wabash, IN*
- Vermillion County Jail, *Hillsdale, IN*
- Dubois County Justice Campus, *Jasper, IN*
- Hendricks County Jail, *Danville, IN*
- Hancock County Jail, *Greenfield, IN*
- Greene County Jail, *Bloomfield, IN*

Chip Haskell, PE

Senior Project Manager

Vice President

chaskell@haleyward.com | 207.989.4824

Chip Haskell received his B.S. in Civil Engineering from the University of Maine in 2008. Since Chip joined Haley Ward in 2006, he has worked as an Engineer on a variety of projects, including road and site design and layout, storm drain and sanitary sewer systems, permitting, and pre and post hydrology studies. In 2013, Chip became a licensed professional engineer in the State of Maine. Since 2017, Chip has managed multi-disciplined engineering projects ranging from small residential projects, to long term multi-million-dollar development projects.

PROFESSIONAL HISTORY

Haley Ward, Inc.

2024 – Present
Senior Project Manager
Vice President

2017 - 2024
Project Manager

2013 – 2017
Project Engineer

2006 – 2013
Engineering Technician



CORE EXPERTISE:

*Project Management
Site Design
Hydrology
Site Permitting
Road Design*

EDUCATION:

*B.S. (2008) Civil Engineering,
University of Maine, Orono*

REGISTRATIONS:

*Professional Engineer,
State of Maine (#13314)*

AFFILIATIONS:

*American Society of Civil
Engineers
Fusion Bangor Executive
Committee, Treasurer
Fusion Bangor Steering
Committee*



PROJECT EXPERIENCE

Saddleback Solar Project | Dallas Plantation, Maine

Chip was responsible for managing the permitting and conceptual design of a solar development on the flanks of Saddleback Mountain. Given its location in unorganized territory, the permitting was jurisdictional to the Land Use Planning Commission (LUPC). We worked closely with the client's attorney to prepare and submit the application to the LUPC. This project also included the analysis of the existing gravel access road to determine its suitability for the necessary delivery vehicles.

Fairfield Landfill Solar Project | Fairfield, Maine

Chip was responsible for managing the site design and permitting of an approximately 4 MW solar development proposed for the top of a closed municipal landfill. Covering approximately 20 acres, this project included the design of roadways, ballast blocks, storm water treatment areas to meet Department of Environmental Protection (DEP) Town regulatory requirements. Permitting for this project included an amendment to the existing Solid Waste Permit, as well as Site Plan approval through the Town of Fairfield

Private Solar Clients | Maine

Chip has been responsible for managing the site design and permitting for over 30 separate solar developments for numerous clients throughout the State of Maine. The scope of these projects required close coordination with the Clients and agencies to navigate through Federal, State, and Municipal permitting processes. Following the permitting phase, construction level plans and specifications were completed as requested.

Private Residential Housing Developer | Ellsworth, Maine

Chip has collaborated with this developer for several years strategizing, planning, permitting, and designing several luxury apartment developments throughout the City. These projects all required State, Federal, and Municipal approval with close attention to stormwater and natural resource permitting.

Private Philanthropist | Northern, Maine

Chip has helped guide the client through the planning, permitting, design, and construction process for a multi-million-dollar infrastructure project in the north Maine woods. This project will become an attraction for visitors to the area and serve as the centerpiece for the property. This included permitting and design of many miles of roadway, trails, parking, and public areas, as well as the design of several structures and their supporting utility infrastructure.



Maine Waterside Trails Outdoor Education Facility | Grindstone, Maine

Chip was responsible for the design and permitting of an outdoor education facility set on approximately 3,500 acres and including approximately 12 miles of multi-use trails. This project included the design of roadways, trails, buildings, parking areas, utilities, storm water treatment areas to meet DEP and LUPC regulatory requirements for the permitting of the site.

Department of Defense Veterans and Emergency Management Training Site Design | T2R9, Maine

Chip was responsible for the planning and design of a training site. In the early stages, Chip led the design team which completed due diligence work onsite to determine the condition and extent of the infrastructure on the site. Following that phase, Chip was responsible for managing the design efforts for three box culvert stream crossings and approximately one mile of road.

Beach Street Improvements | Ogunquit, Maine

Chip was responsible for managing the design of improvements to Beach Street as well as to the circle at Main Beach. The design focused on improving vehicular and pedestrian safety, as well as the drainage along Beach Street. Throughout the project, Chip worked closely with the Town and its residents to ensure that all stakeholders had input in the design.

Hart Transportation | Auburn, Maine

Assisting client with obtaining Site Location of Development Act (SLODA) amendments for future expansion needs as it relates to full build out of a business park (commercial subdivision). This work includes addressing stormwater and other site characteristics specific to the DEP's SLODA permit application process.

Design and Permitting | Eastport Port Authority

Chip was responsible for the design, and MDEP and Army Corps of Engineers permitting of several expansions at the Port including storage yards and warehouses. The work also included the design of associated stormwater conveyance and treatment systems to satisfy regulatory requirements.

Windfarm Project | Jonesport, Maine

Chip was responsible for the design of approximately 1.5 miles of access road servicing three wind turbines. Chip worked closely with the transport company and erector company to provide a design to meet their strict requirements related to road geometry and lay down areas. The work also included coordinating with permitting agencies to develop a plan set that would impact the least amount of sensitive natural resources as possible.



Design and Permitting – Campground Facility | Maine

Chip was responsible for the design and permitting of a 100-site campground, approximately 100 acres in size, which included approximately eight miles of bike paths throughout a larger portion of property. This project included the design of roadways, campsites, storm water treatment areas, and campground facilities to meet drainage and geometric requirements while still satisfying DEP and the Army Corps of Engineers regulatory requirements for the permitting of the site.

Woodland Commercial Park | Baileyville / Baring, Maine

Chip was responsible for the design, and MDEP and Army Corps of Engineers permitting of approximately 3,000 feet of roadway for an industrial park. The work also included the design of associated sewer and water utilities, as well as drainage systems. The proposed design accommodated drainage improvements in an exceedingly difficult site.

Foxcroft Academy Dormitory | Dover-Foxcroft, Maine

Chip was responsible for the site design, and MDEP and Army Corps of Engineers permitting of a new dormitory at Foxcroft Academy. The work included the design of access drives, parking, ADA accessible routes, water and sewer utility connections, and associated stormwater conveyance and treatment systems to satisfy MDEP and Army Corps regulatory requirements.

Fiberight Solid Waste Processing Facility | Hampden, Maine

Chip was responsible for the design and MDEP and Army Corps of Engineers permitting of a new Solid Waste Processing Facility. The design of the site around a 154,000 square foot building included large parking and maneuvering areas, loading docks, inbound and outbound scales, approximately one mile of new roadway to access the facility, and water, sewer, electric and gas utilities. The work also included the design of associated stormwater conveyance and treatment systems to satisfy regulatory requirements.

AIM Site Expansion | Arundel, Maine

Chip was responsible for the design and MDEP permitting of an expansion to their existing facility. The work included the design of a storage yard approximately two acres in size, as well as associated, parking, and maneuvering areas. The work also included the design of stormwater conveyance and treatment systems to satisfy regulatory requirements.



Athletic Field Design | Lee Academy, Lee, Maine

Chip was responsible for the design and MDEP permitting of a new athletic field and tennis courts, as well as associated, parking, and maneuvering areas. The work also included the design of stormwater conveyance and treatment systems to satisfy regulatory requirements.

Castine Road Rehabilitation Project | Castine, Maine

Chip was responsible for the design of multiple roads and associated storm water utilities for this project. The proposed design needed to optimize the drainage conditions while minimizing conflicts with existing structures and other features in close proximity to the roadway.

Presque Isle Landfill Closure Application | Presque Isle, Maine

Chip was responsible for the surface water control plan and design portion of the landfill closure application. The surface water control plan included developing pre and post development hydrology drawings and analysis as well as the development of an erosion and sediment control drawing.

Haskell Road Widening | Bangor, Maine

Chip acted as the Project Engineer for the widening of the Haskell Road in Bangor from two lanes to three lanes. During this process he collaborated closely with the contractor, city officials, landowners, and local utilities to coordinate the work in as smooth a manner as possible. The project included a full depth reconstruction along with new granite curbing and storm water collection and conveyance system improvements.

Veazie Dam Removal | Veazie, Maine

Chip acted as the owner's onsite representative for the removal of the Veazie hydro power dam. During the demolition, he worked closely with the contractor, owner, Federal and State officials, and landowners to ensure that the dam was removed in a safe and environmentally friendly manner. Chip engaged in everyday decisions regarding construction strategy and methods and provided daily construction reports to keep all parties informed of the progress.

Matthew G. Carter, AIA

Senior Project Architect

mcarter@haleyward.com | 207.989.4824

Matthew Carter has 30 years of experience providing architectural design, civic architecture, institutional design, and historic preservation. As a Senior Architect / Project Manager for another firm, Matt designed and delivered civic facilities including churches, libraries, public safety buildings, housing, and offices, with a concentration on renovation and rehabilitation projects. Matt has participated in all phases of the project delivery process, including facilities surveys, code studies, schematic design, design development, construction documents, specification writing, bidding and construction administration.

PROFESSIONAL HISTORY

2020 – Present

Haley Ward, Inc.
Senior Project Architect
Maine Licensed Architect

2015 – 2020

Carter Architectural Design LLC
Principal

2002 – 2014

WBRC Architects / Engineers
Associate, Senior Architect, Project Manager

1996 – 2002

Noelker and Hull Associates, Architects
Principal Architect, Treasurer

1994 – 1996

Bargainier Davis-Sims Architects
Regional Architect, Project Manager



CORE EXPERTISE:

*Civic Architecture
Institutional Design
Historic Preservation*

EDUCATION:

*B.Arch (1990)
Carnegie-Mellon University,
Pittsburgh, PA*

REGISTRATIONS:

*NCARB Certified #47142
Maine Certified #ARC2867*

AFFILIATIONS:

*American Institute of
Architects
Construction Specifications
Institute
LEED Accredited
Professional*



PROJECT EXPERIENCE

Blue Hill Consolidated School | Blue Hill, Maine

Renovation: Designer and Architect of Record – Project to implement a program of new and improved teaching facilities, life safety improvements, and site amenities. Project included a new Tech Center and Fab Lab.

Porter Memorial Library | Machias, Maine

Concept Design: Project Designer - Plan to provide interior programming updates and life safety improvements at an historic community library. Project included addition and renovation space. Provided exhibits to raise funds for the project.

Camden Public Library | Camden, Maine

Concept Design: Project Designer - Plan to reorganize the interior program of a large historic community library. Project considered both addition and renovation space. Provided exhibits to raise funds for the project.

Ellsworth Public Library | Ellsworth, Maine

Concept Design: Project Designer - Plan to double the program area of an historic community library. Project included addition and renovation space. Provided exhibits to raise funds for the project.

Our Lady of Angels Catholic Church | South Berwick, Maine

New Building: Designer and Architect of Record - 350-seat church commissioned by the Diocese of Portland to merge two neighboring parishes.

Brewer Public Safety Building | Brewer, Maine

New Building: Designer and Architect of Record - 27,000 SF building to house City of Brewer police and fire departments including all vehicles and apparatus.

Immaculate Conception Parish | Calais, Maine

New Building: Designer and Architect of Record - 17,600 SF church and parish center constructed on the foundations of an existing church that was destroyed in a fire.

Shawn Walsh Hockey Center | University of Maine, Orono Campus

Renovation and Addition: Designer and Architect of Record - Addition and expansion to Maine Black Bears hockey clubhouse at Alford Arena.

Bangor Waterworks Redevelopment | Bangor, Maine

Renovation: Designer and Architect of Record - Converted historic Bangor Waterworks facility into 35 units of low-income section 8 housing for Shaw House, a home for endangered youth.

Bangor Police Station | Bangor, Maine

New Building: Designer and Architect of Record - 3 story, 42,000 SF office and garage facility built to house the City of Bangor's police department and 911 call facility.

Holy Family Catholic Community | Middletown, Maryland

New Building: Project Designer - New church and parish center for a growing central Maryland Catholic parish church.

Chris W. Snowdeal, PE

Structural Engineer

Senior Project Engineer

csnowdeal@haleyward.com | 207.989.4824

Chris Snowdeal holds a B.S. in Civil/Structural Engineering from the University of Maine and has over 20 years of structural engineering work experience, including foundation design and design of wood, steel, and concrete structures. Chris also has 13 years of site design experience, including site plan and storm water quantity applications, subdivision designs, drainage analysis and design, roadway design, and design of underground utilities. Additionally, Chris is skilled in using AutoCAD Architecture, Revit, RAM Elements, and Microsoft Software.

PROFESSIONAL HISTORY

Haley Ward, Inc. | 1998 – Present

2018 - Present

Structural Engineer / Senior Project Engineer
Vice President

2013 – 2018

Senior Project Engineer

2009 – 2013

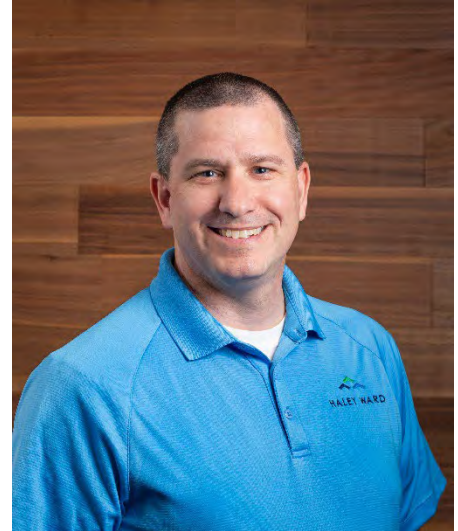
Project Engineer

1999 – 2009

Assistant Engineer

1998 – 1999

Technician



CORE EXPERTISE:

Building & Life Safety Code Review

General Structural Building Analysis & Design

Construction Document Development

Construction Administration

EDUCATION:

B.S. Civil Engineering, University of Maine, Orono

PSMJ Project Management Training

REGISTRATIONS:

Professional Engineer, ME (#13764)

MA (#57527)

CT (#PEN.0036413)

FL (#89270)

AFFILIATIONS:

Mathcounts, Volunteer, Chapter Coordinator



PROJECT EXPERIENCE

Town of Bar Harbor Transfer Station | Bar Harbor, Maine

Haley Ward was retained by the Town of Bar Harbor to complete engineering services for the Town's transfer station facility. As Project Manager, Chris was responsible for overseeing building design, foundation, and framing design, as well as plumbing, heating, and electrical coordination. Chris also was responsible for overseeing plan development, construction permit applications, technical specification and bid package, bidding services, and project administration.

The Jackson Laboratory – Building 250 Expansion | Ellsworth, Maine

Haley Ward was retained by the Jackson Laboratory to complete engineering services for their 30,000 square foot addition to the existing Lowe's building. As Senior Project Engineer, Chris was responsible for foundation and structural steel framing design, as well as coordination with architect. Chris also was responsible for plan development, construction permit applications, technical specification and bid package, bidding services, and project administration, and was Engineer of Record.

Downeast Horizons, Inc – Developmental Center | Brewer, Maine

Downeast Horizons, Inc. hired Haley Ward to complete engineering services for their new 5,500 square foot Development Center Building. As Senior Project Engineer, Chris was responsible for building design, foundation and framing design, as well as plumbing, heating, and electrical coordination. Chris was also in charge of plan development, construction permit applications, technical specification and bid package, bidding services, project administration, and was Engineer of Record.

Town of Bar Harbor Municipal Building | Bar Harbor, Maine

Haley Ward was brought on to the project by the Town of Bar Harbor to complete engineering services for the Town's 20,000 square foot Municipal Building. As Project Engineer, Chris was accountable for building design, foundation and framing design, as well as plumbing, heating, and electrical coordination. Chris also was responsible for plan development, construction permit applications, technical specification and bid package, bidding services, and project administration.

Fire Cistern Tank – Sargent Corporation – Corinth Elementary School | Corinth, Maine

The Sargent Corporation asked Haley Ward to complete an engineering design review for a 50,000-gallon Cast-in-Place underground Fire Cistern Tank. As Project Engineer, Chris was responsible for preparing design calculations and reviewing construction plans for an alternate proposal to a pre-engineered, precast fire cistern tank. Chris was also the Engineer of Record.



Treats Falls House | Orono, Maine

Chris served as the Project Engineer for the structural design for the renovations and additions to the 16,000 square foot Intermediate Care Facility in Orono. The project was financed by a \$5 million United States Department of Agriculture (USDA) Rural Development (RD) Loan and included two building additions and a renovation of the existing structure. The additions and renovations were phased to accommodate use of the existing facility during construction. Materials included conventional dimensional lumber, pre-engineered trusses, composite framing, and structural steel.

Processing Facility – BBS Lobster Trap | Steuben, Maine

Haley Ward worked with BBS Lobster Trap on the major expansion of their processing and shipping facility in Steuben, Maine. This facility grades, sorts, and ships more than three million pounds of live lobster each year. The project included design of several holding tanks, water supply systems, and water treatment provisions. The designed facility has the capacity to hold 300,000 pounds of live lobsters for extended periods of time. The tanks are housed within a commercial structure that was also part of the project design. Chris acted as the Project Engineer for the design of this facility.

Fire Station – Town of Roque Bluffs | Roque Bluffs, Maine

As Project Engineer, Chris was responsible for site, foundation, framing and general building design; contract document development and construction administration for a 1,400-square foot Fire Station partially funded by a Community Development Block Grant.

Eastport Port Authority Warehouse | Eastport, Maine

As Project Engineer, Chris was responsible for reviewing design plans and technical specifications for conformance to the current building code for 30,000 square foot fabric covered warehouse.

Eastport Port Authority Office Building | Eastport, Maine

As Project Engineer, Chris was responsible for building code review, plan development, foundation and framing design, and Construction and Barrier Free permit applications for a 5,900-square foot office building.

Town of Lowell Municipal Building and Fire Station | Lowell, Maine

Haley Ward was retained by the Town of Lowell to complete engineering services for the Town's 5,000 square foot Municipal Building and Fire Station. As Project Engineer, Chris was responsible for site design, building design, foundation and framing design, as well as plumbing, heating, and electrical design. Chris was also in charge of plan development, construction permit applications, technical specification and bid package, bidding services, and project administration.



The following are a selection of sand/salt shed projects Chris has been involved with:

Town of Belmont: Site Design, Plan Review/Permitting, Foundation Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 2,500 cy, Fabric Covered Building, 72' x 80'

Town of Rockport: Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 5,000 cy, Standard Laminated Arch Building, 70' x 130'

City of Belfast: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, and Oversight of Plan Development for 4,500 cy, Standard Laminated Arch Building, 70' x 120'

Town of Corinth: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 4,500 cy, Standard Laminated Arch Building, 60' x 150'

Town of Jonesboro: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 1,500 cy, Standard Laminated Arch Building, 60' x 72'

Town of Enfield: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 2,850 cy, Standard Laminated Arch Building, 70' x 84'

Town of Norridgewock: Foundation Design, Building Design, Oversight of Plan Development, and Plan Development for 4,800 cy, Standard Laminated Arch Building, 80' x 132'

Town of Orland: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 2,890 cy, Standard Laminated Arch Building, 60' x 100'

Penobscot County: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, and Oversight of Plan Development for 1,200 cy, Standard Laminated Arch Building, 50' x 72'

Town of Lowell: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 2,490 cy, Standard Laminated Arch Building, 60' x 100'

Town of Trenton: Site Design, Site Plan Review/Permitting, Foundation Design, Building Design, Project Manual Development, Oversight of Plan Development, and Plan Development for 2,050 cy, Standard Laminated Arch Building, 60' x 84'

Andrea M. Dickinson

Northern New England Environmental Manager/ Vice President

adickinson@haleyward.com | 207.989.4824

Andrea Dickinson holds a BS in Civil and Environmental Engineering from the University of Maine. Andrea oversees environmental services within our Northern New England region including environmental due diligence, hazardous material assessments, industrial hygiene, environmental monitoring, industrial and municipal stormwater permitting and compliance, solid waste, and hazardous materials management. In addition to her oversight of these environmental services she also manages multi-discipline projects for municipal, industrial and commercial clients. Andrea is currently a State Director for the ACEC of Maine and a Board Member of the Maine Discovery Museum. *Andrea has been with Haley Ward for 15 years.*

PROFESSIONAL HISTORY

2010 – Present

Haley Ward, Inc.
Vice President
Northern New England Environmental Manager
Senior Project Manager

2007 – 2009

University Credit Union
Marketing Specialist / Training Coordinator



CORE EXPERTISE:

*Contaminated Property
Investigation & Remediation
Stormwater Permitting and
Compliance
Environmental Engineering*

EDUCATION:

*B.S. Civil and Environmental
Engineering, University of
Maine, Orono*

REGISTRATIONS:

*Registered Engineering
Intern, State of Maine*

CERTIFICATIONS:

40-Hour OSHA
HAZWOPER Training

Certified Stormwater Best
Management Practices
Inspector



PROJECT EXPERIENCE

2018 – Present | Hammond Lumber Company | Environmental Due Diligence

Through several major business acquisitions in the State of Maine, Andrea has been called on to assist with environmental due diligence. Often involving two or more properties, and at times more than 40 properties, Andrea has worked with Hammond Lumber Company and their team to ensure the successful completion of these property and business transactions. These transactions include a review of environmental site assessments, drinking water program compliance, hazardous materials management, land development permitting and compliance and stormwater management permitting and compliance.

2010 – Present | Various Clients | Environmental Site Assessments

Andrea has completed or assisted in numerous Phase I Environmental Site Assessments (ESA) including industrial facilities, commercial facilities, woodlands, farmlands, and vacant properties. She has also been involved in multiple Phase II ESA's and has aided in defining the scope of work for these projects as well as coordinating with the Maine Voluntary Response Action Program on behalf of her clients.

2023 – Present | Waste Processing Facility | Permitting & Compliance

For the last few years Andrea has led a team of scientists and engineers through the permitting, compliance, and engineering projects related to a waste processing facility in the State of Maine. She has engaged with the client, other design professionals, municipalities, utility districts and State regulators to navigate the process and assist with designs to restart and operate this facility. The complex project requires engagement with multiple State bureaus, stakeholder meetings, and a unique approach to the permitting process. She remains engaged as the Project lead and continues to work with other design professionals to improve structural elements of the facility, implement operational plans, monitor wastewater, and comply with solid waste and stormwater regulations.

2010 – Present | Various Clients | Municipal Separate Storm Sewer Systems (MS4)

Andrea has assisted multiple municipalities and nested entities in the development and implementation of their Stormwater Management Plans to comply with the MDEP's General Permit for the Discharge of Stormwater from State or Federally Owned MS4s. The work has included working with municipalities and entities on implementation of a series of Best Management Practices (BMPs) that comply with the General Permit, completing annual reports to the MDEP, providing trainings on BMP implementation, coordination and oversight of annual dry weather outfall, open ditch, and catch basin inspections, management of an online database for all inspection data, and updates to stormwater conveyance structures and outfalls, and maps for compliance with the General Permit. She has represented municipal and institutional clients through MDEP and EPA MS4 audits. She also represents clients at the Bangor Area Stormwater Group and the Androscoggin Valley Stormwater Working Group and participates in Statewide stormwater meetings through the Maine Water Environment Association.



2010 – Present | Various Clients | Multi-Sector General Permit for Industrial Activities (MSGP)

Andrea provides compliance assistance to clients for the State of Maine’s Multi- Sector General Permit for Industrial Activities (MSGP). Her experience includes the development and implementation of Stormwater Pollution Prevention Plans (SWPPPs), annual trainings on SWPPP and MSGP requirements, quarterly inspections of facilities in order to examine exposed significant materials, determine drainage areas and outfalls, and evaluate non-stormwater discharges. She provides guidance to facilities on navigating compliance issues and implementing Best Management Practices (BMPs) to reduce stormwater runoff pollution and comply with the MSGP.

2015 – Present | Various Clients | Water Quality Sampling and Reporting

Haley Ward assists clients throughout Maine with their environmental monitoring and reporting as required by the EPA and MDEP, including facilities with Waste Discharge Licenses (WDL), and Stormwater Discharge Permits. Andrea has reviewed statistical evaluations of monitoring data from several facilities and has overseen the completion of these facilities’ annual reports to the MDEP. She has also completed waste discharge license permit applications, renewals, and amendments for our clients and completes online reporting of monthly discharge monitoring reports for waste discharge license permittees.

Jeff A. Teunisen, PLS

Survey Director/Executive Vice President

jteunisen@haleyward.com | 207.989.4824

Jeff Teunisen has over 25 years of experience in surveying. As the Survey Director, Jeff oversees the overall Survey operations of Haley Ward. He works closely with other departments within our Bangor Corporate office, and the offices in Maine, Massachusetts, New Hampshire, and Florida. Jeff is also responsible for project development, project oversight, internal management, staff development, and team coordination. Jeff takes an active role serving as a client liaison, providing budget and technical oversight for boundary, topographic, and construction survey services.

PROFESSIONAL HISTORY

2009 – Present

Haley Ward, Inc., formerly CES, Inc.
Survey Director
Executive Vice President

2006 – 2009

CES, Inc.
Principal

2002 – 2006

CES, Inc.
Survey Manager

1997 – 2002

CES, Inc.
Survey Technician



CORE EXPERTISE:

*Survey Management
Boundary Analysis
Construction Staking
Survey Consultant*

EDUCATION:

*B.S. (1997) Journalism,
University of Maine, Orono
A.S. (1992) Surveying
Engineering Technology,
University of Maine, Orono*

REGISTRATIONS:

*Professional Land Surveyor,
State of Maine #2365
Professional Land Surveyor,
State of New York, #51079
FAA Part 107 sUAS Remote
Pilot*

AFFILIATIONS:

*Maine Society of Land
Surveyors
National Society of
Professional Surveyors
Boy Scouts of America Land
Development Board
Maine Waterfowl Council,
Penobscot Co. Rep.*



PROJECT EXPERIENCE

Downeast Reliability Project: Bangor Hydro Electric Company | Bangor, Maine

Haley Ward contracted with Bangor Hydro Electric Company (BHE) to provide a full range of land surveying services for a proposed 43-mile transmission corridor from Ellsworth to Harrington, Maine. The line upgrade will serve residents of Washington and Hancock Counties with more reliable electricity.

Initially, while the route was being determined, Haley Ward provided BHE map exhibits showing the proposed routes, landholders, and published natural resource information. The utilization of GIS was an integral part of the initial investigatory phase. Haley Ward produced maps showing the route for public display and for presentations at local Planning Board meetings.

Haley Ward survey crews were tasked with setting up a control network along the 43-mile route. The utilization of a tight GPS control network was instrumental in the success of the survey. Most of the 43-mile route was heavily wooded and the survey crews were responsible for collecting ground topography throughout the corridor. In addition, our survey staff compiled boundary information, conducted deed research, and compiled all data into a project digital drawing for the project design team and the land acquisition team.

Haley Ward survey crews were also responsible for staking the clearing limits for the entire project. The staking was conducted in heavily wooded areas with traditional surveying instrumentation. After the clearing was complete, Haley Ward was engaged by BHE to stake the proposed poles and guy wire locations.

A majority of the project's success was attributed to Haley Ward's ability to manage such a large project. Haley Ward accomplished this through effective team collaboration that resulted in the completion of all project phases in a timely manner. The team was highly responsive to the client's needs and assigned field crews that were capable of tackling the technical and physical demands of such a large-scale survey.

City of Bangor | Waterfront Concert Venue | Bangor, Maine

In 2018 Haley Ward was awarded a boundary and topographic survey for the Bangor Waterfront concert area. This large-scale survey project of over 35 acres is being utilized for future improvements and planning for the successful concert venue. While the focus of our work was a boundary survey and topography survey, Haley Ward was tasked with full boundary research, including right of way lines.

Haley Ward worked with City Staff to map underground utilities throughout the entire site for future design and improvements planned for the facility. Haley Ward utilized existing



GIS information pertaining to some underground utilities, and also obtained invert information for a large sewer line running through the property. This project was unique in that a variety of instrumentation was used throughout the project. We utilized aerial imagery, GPS equipment, auto-levels, robotic total stations, and traditional Theodolites. The base map was related to State Plane Coordinates. Jeff was the lead surveyor on the project.

TRC Solutions | Farmington and Sanford Solar, Maine

Haley Ward was contracted by TRC Solutions to provide ALTA Surveys, Easement Surveys, and various property descriptions for large-scale solar array projects in these two communities. Initial field work was conducted to establish existing property lines for site development and permitting. Once the projects were fast-tracked, Haley Ward was involved with ALTA surveys of the properties slated for development. Time-sensitive submittals were produced, along with final ALTA surveys of the properties. Jeff was the lead surveyor and contact person for TRC and the projects are continuing during 2019.

Gale Associates, Navy Sites | Various Sites in Maine

Haley Ward was engaged by Gale Associates to perform large scale topographic and boundary surveys for four sites in Maine. Jeff oversaw the projects located in Rangeley, Cutler, Prospect Harbor and Great Pond. The projects included detailed surveys of all improvements, including roads at each site. To meet the client's aggressive project schedule, Haley Ward utilized both RTK and traditional surveying services. In addition, the survey information was utilized internally where Haley Ward created a large-scale GIS database of each site.

Forest Society of Maine | Piscataquis, Maine

Haley Ward was proud to be part of the Forest Society of Maine's team for a large conservation easement of over 4,300 acres of land surrounding Silver Lake and the West Branch of the Pleasant River in Piscataquis County. This project involved surveying and marking the easement boundaries, writing descriptions, and plan creation for what is dubbed by the Forest Society of Maine as an important conservation effort related to wildlife species of state and national significance, one of Maine's finest silver maple floodplain forests and an area popular with outdoor enthusiasts.



03

RELEVANT PROJECT
EXPERIENCE



PENOBSCOT COUNTY CORRECTIONAL FACILITY

REFERENCE

Scott Adkins, County Administrator
(207) 942-8535

Total Project Cost: \$95,000,000

PROJECT DESCRIPTION

The Penobscot County Correctional Facility, in its current form, is over 40 years old. The existing design of the building has not kept pace with the changing needs of the Sheriff's Department or the County. Corrections in today's world involve much more than providing a place that can guide inmates back to productive roles in society. Many people who come to the facility arrive with substance abuse problems and mental illnesses that require medical help. County officials provide support for inmates that allow them to get needed treatment and support. However, increasing correctional populations, coupled with decreasing budgets, increasing program needs, and limited bed space have created a facility that is crowded, difficult to manage, and not able to support the county's mission to rehabilitate residents, protect citizens and prevent recidivism.

Haley Ward and its Corrections Consultant, RQAW | DCCM, are working together with County officials to develop a workable building design to support the modern needs of facility residents and staff. Our work to date has included programming, concept design, site selection and design, and community engagement. Ultimately our design team will create a new correctional facility suited to the current and future needs of Penobscot County's correctional system.

The concept design work will include plans, renderings and cost projections that will be presented to county residents in a future ballot referendum. Once voter approval is secured, building design, site design, bidding and construction will be able to proceed.

PROJECT EXPERIENCE



WARRICK COUNTY JAIL

The RQAW | DCCM Justice Studio was tasked by the Warrick County Commissioners with developing a design to address the significant space and operational challenges of the current facility. The existing jail complex was located to the east of the County, and all prior studies had explored expansion on the same site. RQAW | DCCM's out of the box approach reviewed the change in county growth to the west and the need to provide responsive services. RQAW | DCCM worked with the County and the Sheriff's department to evaluate multiple sites and provide a 84,500-sf solution that not only met the projected needs of the County but also delivered on the potential of making the Warrick County Sheriff's Office and Jail easily expandable, operationally efficient, technologically state-of-the-art and future-proofed against unforeseeable incarceration and legislation changes. The facility design elements have been optimized with a keen focus on inmate/staff safety and staff retention through provisions for a less institutional, and more normalized, environment to facilitate rehabilitation and potentially reduce recidivism.

KEY INFORMATION

OWNER

Warrick County

YEAR COMPLETED

In Progress

CONSTRUCTION COST

\$50M

SERVICES PERFORMED

Architectural Design
MEP Design

SIZE

84,500-sf

REFERENCE

Sheriff Mike Wilder
mwilder@warrickcountysheriff.com
812.897.6180

PROJECT EXPERIENCE



MADISON COUNTY JAIL

RQAW | DCCM was tasked by Madison County Commissioners to design the Madison County Jail and address significant space and operational challenges that were identified during the study phase of the existing sheriff's office and jail facility. RQAW | DCCM and its design partners worked with Sheriff's Department staff and County Administration to design a facility that not only meets the projected needs of the County but is also easily expandable, operationally efficient, technology state-of-the-art, and future-proofed against unforeseeable incarceration and legislation changes. The facility design elements have been optimized with a keen focus on inmate/staff safety and staff retention through provisions for a less institutional more normalized environment. The County's goal is not to house inmates but to facilitate rehabilitation and reduce recidivism. The 155,000-sf facility has an additional 22,000-sf for future expansion and includes 22 classification units with 528 beds, expandable to over 700. Other spaces provided are medical/mental treatment, training facilities, and administrative space consisting of sheriff, investigations, and law enforcement.

KEY INFORMATION

OWNER
Madison County

YEAR COMPLETED
In Progress

CONSTRUCTION COST
\$85M

SERVICES PERFORMED
Architectural Design
MEP Design

SIZE
155,000-sf

REFERENCE
Michael Warner
Madison County Sheriff
mwarner@madisoncounty.in.gov
765.646.4002

PROJECT EXPERIENCE



HENDRICKS COUNTY JAIL

RQAW | DCCM led the Hendricks County Sheriff's Department through their design process for a new jail facility and administrative offices. Completed in 2022, the 158,544-sf facility was designed with the future in mind, creating a space that not only fulfilled their immediate needs but also had the ability to adapt and change with the community. Our collaborative approach led to a highly operational and staffing efficient design that allowed the county to maintain their previous staffing levels while doubling the inmate bed count and created therapeutic spaces that enhanced rehabilitation. The goal was to accommodate the immediate and future needs of the County by creating the space to be easily expandable and operationally efficient with state-of-the-art technology. The design elements were optimized with a keen focus on inmate/staff safety and staff retention to provide a less institutional and more normalized living and working environment.

KEY INFORMATION

OWNER

Hendricks County

YEAR COMPLETED

2022

CONSTRUCTION COST

\$60M

SERVICES PERFORMED

Architectural Design
MEP Design

SIZE

158,544-sf

REFERENCE

Indiana Senator Brett Clark
Former Hendricks County Sheriff
brett32clark@gmail.com
317.745.6269

PROJECT EXPERIENCE



HANCOCK COUNTY JAIL

RQAW | DCCM worked closely with the Hancock County Commissioners, County Council, Sheriff, stakeholders, and jail staff to develop the space and operational requirements for two architectural space program options, including the remodel of the existing courthouse, jail, and community corrections facilities and a proposed design for a new jail facility on County-owned farmland, east of Greenfield. The County opted for the new, 117,000-sf jail master plan to allow for projected growth over the next 20 years, including a future Sheriff administration component and adjacent County/commercial development along US 40. The housing pods were designed for 440 beds, with the shell space for an additional 136 beds. A future pod was master planned for an additional housing pod for up to 600 more beds, as well as support buildings for evidence, maintenance, etc. In addition to housing, the jail included facilities for intake, booking, kitchen, laundry, and a small administration component. Estimated construction cost was approximately \$38M. The project was bid under budget and completed in 2022.

KEY INFORMATION

OWNER
Hancock County

YEAR COMPLETED
2022

CONSTRUCTION COST
\$38M

SERVICES PERFORMED
Architectural Design
MEP Design

SIZE
117,000-sf

REFERENCE
Brad Burkhart
Hancock County Sheriff
brad.burkhart@hancockin.gov
317.477.1147

PROJECT EXPERIENCE



WABASH COUNTY JAIL

RQAW | DCCM's architecture and MEP teams were contracted to complete the design for Wabash County's new 77,000-sf Jail and Sheriff's Office. The project will include a housing pod, intake and booking, medical, and other support spaces. The facility will hold a total of 304 beds, including a mix of single-bed cells, double-bed cells, four-bed cells, and dormitory-style housing. RQAW | DCCM's design will utilize brick, metal, glass, and concrete precast that blend traditional and modern design styles. This project is scheduled to be completed in the summer of 2023.

KEY INFORMATION

OWNER
Wabash County

YEAR COMPLETED
2023

CONSTRUCTION COST
\$30M

SERVICES PERFORMED
Architectural Design
MEP Design

SIZE
77,000-sf

REFERENCE
Ryan Baker
Wabash County Sheriff
ryanb@wcsd.us
260.571.2160



BREWER PUBLIC SAFETY BUILDING NEW POLICE AND FIRE FACILITY

Brewer, Maine

REFERENCE

Karen Fussell
Brewer City Manager
(207) 989-7500

PROJECT DESCRIPTION

This project involved the development of a 27,438 SF combined fire and police department facility to house departmental program spaces, fire department living space and to store all police and fire vehicles and apparatus owned by the public safety forces of the City of Brewer. Program features included public service spaces, police administrative and support spaces, public meeting and education space, police vehicle garage space, fire department administrative space, staff living space, fire apparatus garage space, a public safety museum, and a radio tower. The design process involved detailed programming meetings with city management, fire department staff and police department staff.

The design included a steel framed, brick faced administrative block and a customized, prefabricated garage and living quarters wing to house fire department spaces and apparatus. Construction cost was \$4,639,000, delivered under a Design-Build Contract.

Matthew Carter led, managed and designed this project while employed at WBRC Architects/Engineers.





BANGOR POLICE STATION - NEW FACILITY

Bangor, Maine

REFERENCE

Chief Mark Hathaway
Bangor Police Department
(207) 947.7384

AROOSTOOK COUNTY JAIL DESIGN SERVICES

11.03.2025 | 11252.004

HALEYWARD.COM



PROJECT DESCRIPTION

This project involved the development of a new 41,000 SF police department facility to house departmental program spaces, public service spaces, and vehicular storage for a growing city police force.

Program features included public service spaces, police administrative and support spaces, public meeting and education space, police vehicle garage space, a crime lab, Bangor emergency dispatch, a firearms range, booking space, police sally port and garage space, parking enforcement offices and support storage. The design process involved detailed programming meetings with city management and police department staff and required the evaluation of the program for location on three different project sites.

The final design included the renovation of an existing one-story bus garage, and the addition of a 3-story office tower. To support future growth, the office tower was designed so that a 4th story could be added if needed. Solid issues and site pollution required detailed foundation design to support the building and protect the health of building occupants.

The construction cost was \$7,133,852 and was delivered under a traditional Design-Bid-Build contract. Matthew Carter led, managed, and designed this project while employed at WBRC Architects/Engineers.



PROJECT EXPERIENCE

NEW JAIL CONSTRUCTION

- Allegan County Jail, MI
- Blackford County Jail, IN
- Brown County Jail, IN
- Cass County Jail, IN
- Daviess County Jail, IN
- Dearborn County Law Enforcement Center, IN
- Franklin County Jail, TN
- Gibson County Jail, IN
- Grant County Annex and Security Center, IN
- Hancock County Jail, IN
- Harrison County Justice Center, IN
- Hendricks County Jail, IN
- Jackson County Jail, IN
- Jasper County Jail, IN
- Kane County Jail Conversion, IL
- Kalamazoo County Jail, MI
- Knox County Jail, IN
- Lawrence County Security Center, IN
- Marion County Jail II, IN
- Marion County Justice Center, TN
- Marshall County Jail, IN
- Miami County Jail, IN
- Owen County Jail, IN
- Pulaski County Justice Center, IN
- Richland County Jail, IL
- Rutherford County Jail and Correctional Work Release Center, TN
- Scott County Law Enforcement Center, IN
- Wabash County Jail, IN
- Warrick County Security Center, IN

JAIL ADAPTIVE REUSE

- Allegan County Jail, MI
- Blackford County Jail, IN
- Delaware County Justice Campus, IN
- Marion County Processing Center, IN
- Marion County Jail II, IN
- Orange County Jail, IN

JAIL ADDITION & RENOVATION

- Bartholomew County Jail, IN
- Clark County Jail, IN
- Clay County Jail, IN
- Daviess County Security Center, IN
- Dubois County Jail, IN

- Greene County Jail, IN
- Hamilton County Jail, IN
- Hendricks County Jail, IN
- Hendry County Jail, FL
- Jefferson County Jail, IN
- Johnson County Jail, IN
- Kalamazoo County Jail, MI
- Kane County Jail, IL
- Knox County Jail, IN
- Lake County Jail, IN
- Lake County Jail, IL
- Livingston County Jail, MI
- Marion County Processing Center, IN
- Marshall County Jail, IN
- Montgomery County Jail, IN
- Posey County Jail, IN
- Pulaski County Jail, IN
- Putnam County Jail, FL
- Scott County Jail, IN
- Tipton County Jail, IN
- Vermillion County Jail, IN
- Vigo County Jail, IN
- Washington County Jail, IN
- Wells County Jail, IN
- White County Jail, IN

JUVENILE DETENTION CENTERS

- Champaign County Juvenile Center, IL
- Delaware County Juvenile Center, IN
- Dearborn County "YES" Home, IN
- Grant County Juvenile Center, IN
- Hamilton County Juvenile Center, IN
- Jackson County Juvenile Center, IN
- Kalamazoo County Juvenile Center, MI
- Marion County Juvenile Center, IN
- Rhode Island Juvenile Facility, RI
- Rutherford County Juvenile Center, TN
- Southwest Indiana Regional Youth Village Detention Unit, IN
- Southwest Indiana Regional Youth Village Cottage "K", IN

FEASIBILITY STUDIES

- Branch County Jail, MI
- Calhoun County Sheriff's Office Master Plan, MI
- Calhoun County Law Enforcement Facility, MI
- Clay County Jail, IN

- Clinton County Jail, IN
- Crawford County Jail/Justice Center, IN
- Dearborn County Justice Strategic Plan, IN
- Dubois County Jail, IN
- Hamilton County/Adult Detention Master Plan, IN
- Hancock County Jail, IN
- Hendricks County Jail, IN
- Jefferson County Jail, IN
- Lake County Justice Campus Master Plan, IL
- Lawrence County Jail, IN
- Lawrence County Jail, IL
- Madison County Jail, IN
- Morgan County Jail, IN
- Muskegon County Jail Conversion Study, MI
- Okeechobee County Jail, FL
- Putnam County Jail, FL
- Rhode Island Juvenile Correctional Facility, RI
- Switzerland County Jail, IN
- Tipton County Courthouse Sheriff's Office & Jail, IN
- Vermillion County Jail, IN
- Wabash County Jail, IN
- Wayne County Jail, IN
- Wexford County Jail, MI
- Will County A.B.F. & Criminal Courts Strategic Plan, IL

WORK RELEASE FACILITIES

- Decatur County Sheriff's Department & Work Release Facility, IN
- Dubois County Work Release Facility, IN
- Fayette County Work Release Facility, IN
- Gibson County Community Corrections, IN
- Hamilton County Community Corrections Facility, IN
- Jasper County Work Release Center, IN
- Knox County Community Corrections, IN
- Lake County Work Release Center, IL
- Rutherford County Correctional Work Release Center, TN
- White County Community Corrections, IN



04

CLIENT REFERENCES

REFERENCES

HENDRICKS COUNTY SHERIFF'S OFFICE JACK SADLER, SHERIFF



May 10th, 2023

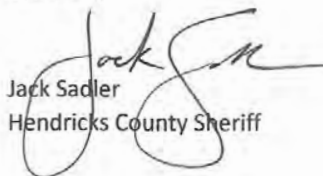
To Whom It May Concern:

In 2021, Hendricks County Indiana hired RQAW to design a new facility that included not only a jail, but also office and workspaces for the many divisions of our Sheriff's Office. Building a new facility through Covid provided its own set of challenges, but our RQAW group did not waiver through the process. Although I did not take office as Hendricks County Sheriff until January of 2023, I worked closely with our past Sheriff and had many opportunities to work with our RQAW group during the design and building process. As Sheriff, they have always been very attentive and responsive to our questions or needs.

Our 144,000 square foot facility is state of the art and will undoubtedly help us continue to keep our community safe for many generations to come. We have continued to give tours to other agencies from across the country and are proud to say that if you want to see how a jail should be built, then you must visit the Hendricks County Sheriff's Office and Jail.

I would recommend RQAW for the design and construction of your next project.

Sincerely,


Jack Sadler
Hendricks County Sheriff

189 East Campus Boulevard
Danville, Indiana 46122

Administration
317.745.6269

Dispatch
317.839.8700

Fax
317.745.9276

Jail
317.745.9332

REFERENCES



Hancock County Sheriff's Office

398 Malcolm Grass Way • Greenfield, IN 46140

May 18, 2023

Brad Burkhart
Sheriff

Major Robert Campbell
Chief Deputy

DIVISION COMMANDERS

Captain Robert Harris
Law Enforcement Division

Captain Ted Munden
Investigations Division

Captain Bridget Foy
Jail Division

To Whom It May Concern,

I am writing this letter to highly recommend RQAW as an architectural and engineering firm for construction projects. I have had the opportunity to work with RQAW on a project for the Hancock County Sheriff's Office and Jail, and they provided exemplary service throughout the design and construction process.

The project involved designing and building the new Hancock County Jail and Sheriff's Office. RQAW took the lead and worked closely with sheriff's office administrators and myself to understand what was needed in the new facility. RQAW designed and developed an appropriate facility for housing criminal offenders in Hancock County. RQAW addressed not only the current needs but also unforeseen issues on the horizon such as State and Federal Legislation and other conditions that would impact our inmate housing situation in the future.

Throughout the project, RQAW was responsive to changes and challenges, providing new drawings and ideas to accommodate both the jail and sheriff's office. In December 2021, we took possession of our new 107,200 square foot jail and 24,500 square foot sheriff's office. Each division and unit have a purpose-built workspace that will support our agency for years to come. With RQAW's knowledge of the public safety culture and expertise in designing public safety buildings and jails, RQAW's renderings were exactly what was provided in the final product.

In conclusion, I highly recommend RQAW for any construction project. RQAW has a history of designing state of the art public safety buildings and has demonstrated their expertise in designing correctional facilities. They are budget-sensitive, find savings opportunities throughout the project, and maintain an active role in the construction administrative activities on the project site. They are responsive to changes and challenges and provide excellent service from start to finish.

If you have any questions regarding RQAW's services, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Burkhart", written over a horizontal line.

Sheriff Brad Burkhart

Hancock County

Administrative
(317) 477-1147

Investigations
(317) 477-1199

Jail
(317) 477-1158

Fax
(317) 477-1347

REFERENCES



DELAWARE COUNTY COMMISSIONERS

James King
District #1

Sherry K. Riggin
District #2

Shannon Henry
District #3

Jeni Honeycutt
Executive Administrator

June 18th, 2024

To Whom It May Concern:

The Delaware County Commissioners partnered with RQAW | DCCM for a build-out of our new Justice Center and Rehab Facility. Working with RQAW | DCCM was a most professional experience and one I'm certainly proud of. This experience has created working relationships that don't come by easy. I would recommend this company over and over due to the precision and devotion they brought to the table throughout this process. They were available to speak at all times be it by phone or email correspondence. The staff were all very knowledgeable and always willing to answer questions and temper concerns. Should there be specific questions related to their work ethic please don't hesitate to reach out as I will respond accordingly.

Respectfully,

A handwritten signature in black ink, appearing to read "JK", is written over a horizontal line.

James King

100 West Main Street
Room 309 County Building
Muncie, Indiana 47305
Telephone 765.747.7730
Fax 765.747.7899
www.co.delaware.in.us



05

PROPOSED SCHEDULE

SECTION 5 | PROPOSED SCHEDULE

Haley Ward has reviewed the task outline provided in your RFP and we find it to be in line with the way that we like to deliver concept design materials for complex municipal facilities. We have a suggested workflow which we recommend on projects of similar scope, schedule, and budget to that proposed for your project. In the following narrative, and in Section 6, we will describe our approach to the work and how it will benefit your project.

It is important to note that our emphasis on communication means that we will be working directly with your project committee through the tasks outlined below. We will be facilitating the site design and selection process by organizing and leading meetings both in person and virtually. We believe that meeting often to have frequent candid discussions about all facets of the project is a key ingredient in developing a successful project that will meet the needs of the County now and into the future.

Based on the services you have requested for this project, Haley Ward presents the following project timeline to completion of the work. This schedule assumes that the project would be awarded at the end of 2025 and that we would be starting the work at the beginning of January 2026.

TASK	DEADLINE
Task 1: Project Kick-Off Meeting	January 15, 2026
Tasks 2-5: Site Selection	February 27, 2026
Task 6: Preliminary Architectural Program	March 31, 2026
Task 7-9: Concept Design	May 29, 2026
Task 10: Referendum Assistance	June 30, 2026
Project Referendum	November 3, 2026
Full Design Start	January 3, 2027
Task 11: Schematic Design	February 26, 2027
Task 12: Design Development	April 30, 2027
Task 13: Construction Documents	August 31, 2027
Task 14: Bidding	October 29, 2027
Task 15: Construction Administration	18 to 24 Months from Construction Start



06

COST BREAKDOWN

COST BREAKDOWN

From a budget standpoint, we treat our clients' funds with the same care and accountability as our own. We take a fiscally responsible approach, beginning with open, honest discussions to understand each client's project goals and available budget. With this foundation, we collaborate to design a project that aligns with both vision and financial objectives.

The fee described in this proposal is based on the project requirements described in the County's RFP. Haley Ward proposes to execute the following tasks:

SUB-PROJECT 1: SITE SELECTION

TASK 1 | PROJECT KICK-OFF MEETING:

We feel it is important for us to gather all the information about the project that we can. This will start during a Kick-Off meeting with County staff and stakeholders to review the information that has already been developed, confirm that it is correct and applicable, and learn about any changes that are needed to address new information that has come to light since the initial reports were developed. The Kick-Off step may include the following sub tasks:

- Initial Kick-Off Meeting
- Detailed review of previously developed information
- Discussions with key decision makers to confirm any changes
- Preliminary prioritization of site selection criteria

TASK 2 | SITE IDENTIFICATION:

The first step in selecting a site for your project is the development of a list of candidate sites that may be suitable for correctional use. Haley Ward's design team, including our environmental scientists and our corrections consultant, will work with County staff and stakeholders to develop this list of candidate sites. Based on the County's knowledge of existing candidate sites and the prioritization of site selection criteria discussed during the kick-off meeting, Haley Ward will develop a list of up to five candidate sites for the County's continued consideration. Examples of site selection criteria to be considered may include: location to existing public utilities; transport duration; zoning and setbacks; environmental records and data; and restrictive/existing site features (ie. hydric soils, farmlands, slopes, etc.). The site selection criteria will be discussed with the County and weighted priorities can be assigned to each to help provide the County with the optimal list of candidate sites that meet their needs and objectives. Haley Ward will take the site selection criteria, their weighted priorities and publicly available GIS data to analyze the availability of land that would best meet these criteria. For the completion of this task we have assumed that the

County will have no more than two municipalities included in the GIS analysis. Haley Ward will lead this process, gathering needed information from all those involved in the site selection criteria, and using that information to develop a list of ranked recommendations of up to five candidate properties. Once the most appropriate sites have been identified, those sites will be further reviewed in the site analysis step. Site identification sub tasks may include the following:

- Confirm prioritization of site selection criteria
- Development of GIS model based on publicly available GIS data
- GIS model data review and refinement
- Initiate review of up to five candidate sites

TASK 3 | SITE ANALYSIS:

Once candidate sites have been identified, Haley Ward's environmental scientists will make on-site visits to each candidate site to observe the land characteristics and gather relevant site data for each location. That information will be recorded and analyzed to find the key differentiators between each candidate site.

Meetings with the design and owner teams will occur while the sites are being analyzed to keep team members informed about what is being learned about each potential location for the correctional center. The information gathered, along with the comments of project team participants, will be carried forward to the Site Selection Report step. Site Analysis sub tasks may include the following:

- On-Site Review (up to five sites)
- Project Team site review and discussion

TASK 4 | SITE SELECTION REPORT:

The Design Team will gather and organize the site information that has been generated in the previous steps into a Site Selection Report with ranked recommendations and a preliminary site layout. The report will describe the site selection criteria used to prioritize the candidate sites, a description of each of the selected candidate sites, observations from the on-site reviews, comparison of sites with relative pros and cons, and a ranked recommendation for each site. A draft Site Selection Report will be provided to the County's team for feedback during a draft report review meeting. Feedback garnered through the draft report review meeting will be used to update and finalize the report for the County. For this task, we have assumed one draft report and one online meeting with the project team, culminating in a final site selection report for the County. Sub tasks may include:

- Generate preliminary site layout
- Generate draft Site Selection Report with ranked recommendations and preliminary site layouts included
- Online meeting to review draft report with project participants
- Revisions to draft report incorporating feedback from project participants
- Issue final report

TASK 5 | SITE COMMUNITY PRESENTATIONS:

The site selection for the Aroostook County Jail will be an important decision for the County, and there will need to be opportunities taken to discuss the potential choices and the final decision with community members and voters. The Design Team plans to lead two such meetings with County leadership and citizens to advise them of our review process, solicit feedback regarding the candidate sites, and inform interested parties of our evaluation results. We will do this with presentation graphics, other presentation materials that are relevant to the selection process, and open discussion. Sub tasks may include:

- Development of Presentation Graphics
- Development of a PowerPoint Presentation
- Leadership of two meetings with interested community stakeholders
- Recordation of meeting proceedings
- Incorporation of proceedings into the final site selection report

SUB-PROJECT 2: PROGRAMMING/CONCEPT DESIGN/REFERENDUM PACKAGE

TASK 6 | PRELIMINARY ARCHITECTURAL PROGRAM:

The Design Team will meet with County and corrections staff, and key stakeholders to discuss desired design parameters for the building, addressing both current and future needs. The information gathered from this meeting will be used to develop a written program of spaces, room sizes, and space requirements for use in the design of the facility at the new site. We will also study space proximity, use, and scheduling to better understand how spaces and resources can be arranged to best meet the needs of corrections personnel. The program and supporting documents will be reviewed with the project team, and any needed changes will be made before proceeding to the next step. Sub tasks may include:

- Initial programming meeting
- Program development
- Client review meetings
- Issuance of final program
- First pass cost estimate

TASK 7 | CONCEPT DESIGN:

Haley Ward and RQAW | DCCM will work with County staff to arrive at a concept design for the project, which will consider the overall building layout, massing, and appearance of the building, as well as its arrangement on the project site. This proposal contemplates three passes at the design, reviewed and presented to County staff as each is completed. At each iteration, we will gather staff feedback so that the design team can refine the building concept to make sure that we arrive at a concept that meets your needs as you perceive them. Additional design revisions over and above the three schemes described here are also possible but will be billed as an additional service under this contract. The cost of each additional design revision will be negotiated on an as needed basis.

Design deliverables created in this step may include:

- **Site Plan:** The site plan will be based on data developed during the site selection process and will show the building on the site with proposed site features.
- **Floor Plan:** The floor plan will illustrate the interior layout of the building spaces and their relationship to each other at an appropriate scale and will indicate overall building dimensions.
- **Building Elevations:** The building elevations will indicate the appearance of the major elevations of the building. Building massing, exterior finish, and fenestration will be considered in this drawing.
- **Perspective Views:** Two perspective views will be provided to illustrate the overall appearance of the interior and exterior of the building design in its surrounding context.

Sub tasks for concept design may include:

- Three passes at a concept design
- Two meetings to review the concept design
- Development of presentation graphics for the final design

TASK 8 | OPINION OF PROBABLE COST:

Haley Ward and RQAW | DCCM will develop probable cost documentation for the proposed design on a regular basis as the work proceeds. The estimates will be used to review the budgetary implications of the design choices made as we develop the project. Cost estimates will be schematic in nature and will be calculated using cost per square foot values from industry publications that provide this information, such as Means Construction Cost Data. Sub tasks may include

- Development of initial Opinion of Probable Cost
- Review of OPC with clients and stakeholders
- Revision of OPC as the design is developed
- Development of final OPC

TASK 9 | DESIGN REVIEW AND REVISIONS:

Based on staff and stakeholder feedback during the design process, as well as the results of the project cost review, the design team will revise the design to adjust the size and appearance of the building as the project parameters become better known. One set of final revisions is contemplated by this proposal. Additional revisions are possible but will be billed as an additional service. Sub tasks may include:

- Project revisions meeting
- Incorporation of requested revisions into the final design.

TASK 10 | REFERENDUM ASSISTANCE:

The Design Team will collate and format the design deliverables described above for your use in referendum presentation materials that you will use in securing taxpayer support for the jail project. Sub tasks may include:

- Development of referendum presentation materials
- Review of referendum preservation materials with County staff
- Issuance of final referendum presentation materials for incorporation into voting materials

TASK 11 | COMMUNITY PRESENTATIONS:

The Design Team will make presentations to parties interested in your project, including governing boards and voter groups. Our presentations will include the development of a PowerPoint slide show as well as relevant handouts as determined by the Design Team and County staff. We have assumed attendance at three virtual County presentations, and one in-person presentation. If needed, Haley Ward staff can attend additional meetings or attend more meetings in person, but additional meetings will be provided as an additional service, negotiated at the time of need. Sub tasks may include:

- Development of Presentation Graphics
- Development of a PowerPoint Presentation
- Leadership of four meetings with interested community stakeholders, three meetings virtually, and one in person meeting
- Recordation of meeting proceedings

SUB-PROJECT 3: FULL DESIGN AND CONSTRUCTION ADMINISTRATION (POST-REFERENDUM)

Sub-Project 3: Full Design and Construction Administration (Post-Referendum) is the part of the project where the detailed design of the Aroostook County Jail will be developed, defining the architectural, structural, civil and MEP systems and features of the building and its site. The detailed design will be used to create Construction Documents, including drawings and written specifications describing the project for code officials and Contractors. The Construction Documents will be used to solicit bids from Contractors to secure pricing and develop a Contract for Construction of the Work. Once a Contractor is selected for the project, construction can begin. It will be the Design Team’s role to support the construction process by responding to Contractor questions, reviewing Contractor Submittals, and meeting with the Contractor and the Owner on a regular basis as the work proceeds. The Design Team will review the Contractor’s requests for payments and determine when the project is Complete and ready for occupancy.

The scope of Sub-Project 3 is heavily dependent on the results of Sub-Project 1: Site Selection and Sub-Project 2: Programming/Concept Design/Referendum Package, and as a result it is difficult for us to determine a price to execute the Full Design and Construction Administration of the work. Fortunately, Aroostook County Officials understand this fact and have requested that project applicants provide their hourly rate information to provide some understanding of cost for this final phase of the work, without providing a detailed cost proposal.

SECTION 6 | COST BREAKDOWN

Therefore, please see the attached hourly rate information for Haley Ward and for RQAW | DCCM in attachments of this RFP response.

Our cost proposal for this project is summarized in the following table, which identifies the various Sub-Projects, the tasks that compose them, and the cost information for each task. The cost for Sub-Project 3: Full Design and Construction Administration (Post-Referendum) is indicated as To Be Determined, as described above.

TASK	DESCRIPTION	PROPOSED COST
Sub-Project 1: Site Selection		
1	Project Kick-Off Meeting	\$16,520
2	Site Identification	\$44,200
3	Site Analysis	\$58,890
4	Site Selection Report	\$32,700
5	Site Presentations	\$27,800
Subtotal		\$180,110
Sub-Project 2: Programming/Concept Design/Referendum Package		
6	Preliminary Architectural Program	\$25,800
7	Concept Design	\$76,400
8	Opinion of Probable Cost	\$30,250
9	Owner Requested Revisions	\$25,800
10	Referendum Assistance	\$35,200
11	Community Presentations	\$32,000
Subtotal		\$225,450
Sub-Project 3 Full Design and Construction Administration		
12	Schematic Design	TBD
13	Design Development	TBD
14	Construction Documents	TBD
15	Bidding	TBD
16	Construction Administration	TBD
Subtotal		TBD

The total fee for Sub-Project 1 – Site Selection and Sub-Project 2 Programming/Concept Design/Referendum Package, is **\$405,560**. The scope of Sub-Project 3 – Full Design and Construction Administration is dependent on the results of Sub-Project 1 and Sub-Project 2 and is therefore To Be Determined. Please see hourly rate information for a sense of our expected cost for this phase.

EXCLUSIONS

The following activities and services are excluded from this proposal. If the services listed below are needed, Haley Ward can provide them, or engage the required professionals to provide them, for an additional fee (to be determined by proposals from the needed professionals solicited at the time of need):

- Site Survey
- Soils Testing
- Schematic Design (Indicated as TBD)
- Design Development (Indicated as TBD)
- Construction Documents (Indicated as TBD)
- Bidding Services (Indicated as TBD)
- Construction Administration (Indicated as TBD)
- Historic Preservation Tax Credit review and approval work
- Furniture, Fixtures, and Equipment Selection and Design
- Leadership in Energy and Environmental Design (LEED) or Other "Green Building" Consulting
- Building Commissioning
- Hazardous Materials Assessment, Treatment, or Abatement
- Value Engineering

OTHER SERVICES

The following is a list of services we have provided for similar projects that may be of interest to the County. These services may not be needed for this project, and are available through our firm as an additional service if they become necessary:

- Public engagement/outreach
- Marketing level renderings and 3D walkthrough videos
- Interior Design: Design spaces, including finishes, fixtures, and furniture
- 3D Modeling and Rendering: Creating detailed 3D models and renderings for use at public meetings and presentations
- Virtual Reality (VR)
- Laser Scanning & Point Clouds: Using laser scanning technology to create detailed 3D Models of existing structures and as-built structures
- Value Engineering: Review and recommend ways to reduce construction costs for building services, (MEP/S/C) while maintaining functionality

ATTACHMENTS



SCHEDULE OF CHARGES (Effective November 1, 2025)

Title	Rate Per Hour
Principal	\$260
Senior Project Manager IV	\$250
Senior Project Manager III	\$240
Senior Project Manager II	\$230
Senior Project Manager I	\$220
Project Manager III	\$215
Project Manager II	\$210
Project Manager I	\$200
Senior Project Engineer/Architect/Surveyor/Scientist/Geologist/Planner/Professional IV	\$250
Senior Project Engineer/Architect/Surveyor/Scientist/Geologist/Planner/Professional III	\$240
Senior Project Engineer/Architect/Surveyor/Scientist/Geologist/Planner/Professional II	\$230
Senior Project Engineer/Architect/Surveyor/Scientist/Geologist/Planner/Professional I	\$220
Project Engineer/Architect/Scientist/Geologist/Planner/Professional III	\$215
Project Engineer/Architect/Scientist/Geologist/Planner/Professional II	\$210
Project Engineer/Architect/Scientist/Geologist/Planner/Professional I	\$190
Engineer/Architect/Scientist/Geologist/Planner/Professional	\$175
Senior Land Surveyor	\$200
Land Surveyor	\$175
Senior Designer II	\$195
Senior Designer I	\$180
Designer	\$165
Senior Technician II	\$180
Senior Technician I	\$170
Technician	\$155
Technical Aide	\$120
Senior Project Assistant	\$145
Project Assistant	\$130
One Person Robotic Survey Crew	\$230

LITIGATION/COURT RELATED MATTERS: When serving as consultants to members of the legal profession and as expert witnesses in courts of law, arbitration proceedings, and administrative adjudication proceedings, hourly fees for personnel will be invoiced at 1½ (one and one-half) times the standard hourly rate. This rate is also applicable to time associated with preparation for these services.

EXPENSES: Subconsultant's fees processed through Haley Ward will be marked up 15% to cover our direct costs associated with retaining these services. Mileage will be billed at the rate of \$.85 (eighty-five cents) per mile. Photocopies, blueprints, and other project related reimbursable expenses will be billed at cost.

INVOICES: Invoices for personnel time and expenses will be submitted on a monthly basis and will be due when rendered. Interest at a rate of 1½% per month will be assessed where allowed under applicable law, to bills remaining due and not paid within 30 (thirty) days.

HOURLY RATES

(Effective 5/01/24)

Classification	Hourly Rates
Principal	\$300.00
Project Manager	250.00
Architectural Designer	151.00
BIM Technician	153.00
CAD Technician	95.00
Construction Administrator	165.00
Graduate Architect I	117.00
Graduate Architect II	159.00
Project Architect I	144.00
Project Architect II	162.00
Project Architect III	175.00

Reimbursable Expenses

Mileage	Current Rate
Printing & Reproduction	10% Upcharge

The hourly rates are subject to periodic adjustments to reflect the cost of living index and increased wage rates.



HALEY WARD®

HALEYWARD.COM