

Prepared for:

Ryan D. Pelletier
County Administrator
Aroostook County Government
144 Sweden Street, Suite 1
Caribou, ME 04736

Submitted by:

LaBella Associates
300 State Street
Suite 201
Rochester, NY 14614
(585) 454-6110



Aroostook County Jail Design Services

AROOSTOOK COUNTY GOVERNMENT

NOVEMBER 3, 2025

LABELLA PROJECT NO. P2506378



November 3, 2025

Ryan D. Pelletier
County Administrator
Aroostook County Government
144 Sweden Street, Suite 1
Caribou, ME 04736

**Re: RFP – Aroostook County Jail Design Services
LaBella Project No. P2506378**

Dear Mr. Pelletier:

The LaBella Associates Justice Design Team is pleased to present this proposal to Aroostook County for the new 180-bed jail facility. The experience of our Justice Team spans over 50 years, resulting in our reputation as a trusted specialist in the study and design of county jails and public safety facilities. Our extensive experience, which includes 47 County facilities through either studies or capital projects, gives us an in-depth understanding of pressing issues facing county governments, especially in the area of correctional design.

LaBella Associates, with team member **Justice Planners**, have assembled an expert team with experience precisely suited to the needs of the Aroostook County Jail Facility. Justice Planners completed the Aroostook County Jail Needs Assessment Report and knows the facility and forecasts well. We have partnered with Justice Planners on numerous jail facility projects in multiple states. We have had many decades of successful work with County governments helping their ability to deliver responsive services **on-time and under-budget** to their public. In addition, we have included local subconsultants with Lincoln/Haney Engineering Associates (structural), Sebgo Technics (civil) and S. W. Cole Engineering (geotechnical) for their knowledge and expertise.

Our team will be led by Project Manager David Weller. David will be your day-to-day contact and provide the County with a single point of communication throughout the duration of the project for a clearer understanding of your needs. Together we also have an intimate understanding of the requirements of the federal, state, and local requirements and therefore Aroostook County can be confident that the project will be submitted to them for quality control reviews and final approvals.

Within our firm, we have a dedicated county and municipal staff (Architectural, Mechanical, Electrical, Plumbing & Security) who have expertise with the processes and functions of County jails & correctional facilities results in better analysis and design of these facilities from the beginning of the process. LaBella Team Members along with Justice Planners also have first-hand knowledge of the operations of county jails/correctional facilities which result in better solutions.

Please let us know if there are any questions regarding this submittal, and we look forward to the opportunity of meeting with you soon. I can be reached at 585-295-6256 or by e-mail at mkukuvka@labellapc.com.

Respectfully submitted,

LaBella Associates

A handwritten signature in blue ink, appearing to read 'Mark E. Kukuvka', is positioned above the printed name and title.

Mark E. Kukuvka, AIA
Principal-in-Charge/Vice President

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SECTION 1

FIRM QUALIFICATIONS

ABOUT LABELLA

At LaBella Associates, our job is to create – structures, plans, ideas, results. As a nationally recognized Design Professional Corporation, that's a given, right?

But here's what really drives us: creating partnership between our team and our clients. So much so that we become one team, unified in the unrelenting pursuit of exceptional performance on each and every project. Reliability. Accountability. Collaboration. Respect. Not skills we went to school for, but innate in LaBella team members.

The pursuit of partnership is embedded in our culture – has been since our inception in 1978. And it affects client outcomes in profound ways. It means we're built to expertly execute projects from start to finish. That we have the talent and resources to take on any challenge. That projects are completed on time, on budget, and beyond expectations. And that we win awards – not just for our talent, but also for our ethics, employee culture, and growth.

Today, our wheelhouse is broad, with four key service offerings: Buildings, Energy, Infrastructure, and Environmental. Our reach is widespread with staff located throughout the country and Europe. We're headquartered in Rochester, NY– but our impact is seen, felt, and experienced around the world.



LaBella
Powered by partnership.

SOLVE COMPLEX PROBLEMS



INFRASTRUCTURE

We're planning, designing, and building the systems and structures that enable modern life. It's innovation meets heavy-duty insight.

ENHANCE OUR EXPERIENCE



BUILDINGS & FACILITIES

It's about more than creating, maintaining, and resurrecting the buildings in which we work, learn, and engage – it's about beautifying and bettering the communities we call home.

ADVOCATE FOR THE FUTURE



WASTE, RECYCLING, & ENVIRONMENTAL

Our services are leading the way to help study, restore, and safeguard the land, air, and waterways in and around our communities.

LEAD THE WAY



ENERGY

From traditional energy sources to renewable ones, we're helping power our regions through energy resource management, transmission, and distribution.

FIRMWIDE ORGANIZATION



OFFICE LOCATIONS

New York

Rochester, NY *

300 State Street
Suite 201
Rochester, NY 14614
(585) 454-6110

Albany, NY

4 British American Blvd.
Latham, NY 12110
(518) 439-8235

Ballston Spa, NY

5 McCreia Hill Road
Ballston Spa, NY 12020
(518) 885-5383

Binghamton, NY

4104 Vestal Road
Suite 105
Vestal, NY 13850
(607) 296-3096

Buffalo, NY

300 Pearl Street
Suite 130
Buffalo, NY 14202
(716) 551-6281

Elmira, NY

100 West Water Street
Suite 101
Elmira NY 14901
(607) 734-8492

Glens Falls, NY

20 Elm Street
Suite 110
Glens Falls, NY 12801
(518) 812-0513

Ithaca, NY

105 N. Tioga Street
Suite 200
Ithaca, NY 14850
(607) 319-4136

Jamestown, NY

500 East Sixth Street
Jamestown, NY 14701
(716) 483-3153

New York, NY

45 Main Street
Suite 1018
Brooklyn, NY 11201
(917) 280-6364

Patchogue, NY

225 Atlantic Avenue
Patchogue, NY 11772
(631) 447-6400

Potsdam, NY

22 Depot Street
#16
Potsdam, NY 13676
(315) 268-1338

Poughkeepsie, NY

21 Fox Street
Poughkeepsie, NY 12601
(845) 454-3980

Syracuse, NY

316 South Clinton Street
2nd Floor
Syracuse, NY 13202
(315) 766-1128

White Plains, NY

1 North Broadway
Suite 803
White Plains, NY 10601
(914) 997-8510

Alabama

Birmingham, AL

528 Mineral Trace
Hoover, AL 35244
(205) 985-4874

Daphne, AL

1 Timber Way
Suite 103
Daphne, AL 36527
(334) 329-4168

Connecticut

New Haven, CT

50 Brewery Street
New Haven, CT 06511
(877) 626-6606

Maryland

Frederick, MD

5100 Buckeystown Pike
Suite 250
Frederick, MD 21704
(877) 626-6606

Massachusetts

Plainville, MA

4 Broad Street
Plainville, MA 02762
(781) 829-0524

New Hampshire

Bedford, NH

40 South River Road
Unit 12
Bedford, NH 03110
(603) 935-8201

North Carolina

Asheville, NC

795 Haywood Road
Asheville, NC 28806
(828) 579-4435

Charlotte, NC

400 South Tryon Street
Suite 1300
Charlotte, NC 28285
(704) 376-6423

Davidson, NC

455 South Main Street
Suite 220
Davidson, NC 28036
(704) 439-2931

Gastonia, NC

300 S. Firestone Street
Suite 200-L
Gastonia, NC 28052
(877) 626-6606

Greensboro, NC

12-D Oak Branch Dr.
Greensboro, NC 27407
(336) 323-0092

Winston-Salem, NC

939 Burke Street
Suite H
Winston-Salem, NC 27103
(704) 941-2114

Ohio

Cleveland, OH

*Headquarters

OFFICE LOCATIONS

6150 Parkland Boulevard
Suite 100
Mayfield Heights, OH 44124
(216) 862-5788

Pennsylvania

King of Prussia, PA
985 Old Eagle School Road
Suite 501
Wayne, PA 19087
(215) 219-1991

Scranton, PA
1000 Dunham Drive
Suite B
Dunmore, PA 18512
(570) 342-3101

South Carolina

Charleston, SC
7301 Rivers Avenue
Suite 190
North Charleston, SC 29406
(843) 207-1373

Rock Hill, SC
220 W. White Street
Suite 200
Rock Hill SC 29730.
(803) 620-8881

Tennessee

Chattanooga, TN
800 Market Street
Suite 222
Chattanooga, TN 37402
(423) 241-6575

Nashville, TN
2416 21st Avenue S.
Suite 103
Nashville, TN 37212
(615) 380-1359

Virginia

Richmond, VA
1604 Ownby Lane
Richmond, VA 23220
(804) 355-4520

Richmond, VA
111 Virginia Street
Suite 401
Richmond, VA 23219
(804) 287-8200

England

Nottingham
Foxhall
2 King Street
Nottingham, Nottingham NG1 2AS, GB
+44 (0) 115 648 8353

Scotland

Dunfermline
Pitreavie Business Park
Unit 6 Pitreavie Court
Dunfermline, Scotland KY11 8UU, GB
+44 (0) 138 322 3575

Edinburgh
4 Redheughs Rigg
South Gyle, Edinburgh, Edinburgh EH12 9DQ, GB
+44 (0) 131 629 3434

Glasgow
Cadell House
27 Waterloo Street, Suite 2/1
Glasgow, City of Glasgow G2 6BZ, GB
+44 (0) 141 258 6330

Spain

Madrid
Edificio La Encina
Plaza de la Encina, nº 10-11,
Portal 5, 4ºA
28760 Tres Cantos, Madrid
+34-91-803-5335

TECHNICAL CAPABILITIES

Areas of Firm Expertise

Architecture

- Architectural Design
- Project Management
- Development Scheduling
- Code Reviews & ADA Compliance
- Site Selection & Analysis
- Feasibility Studies
- Land Use Master Planning
- Space Planning
- Site/Sports Planning
- Computer-Aided Design & Drafting
- Facilities Evaluation & Planning
- Project Programming
- Cost Analysis
- Resident Project Representation

Building Code & Life Safety Services

- Municipal Plan Review, Inspection, & Code Analysis
- Building & Fire Code Evaluation
- Design Document Review
- Healthcare Risk Assessments & Code Training
- Electrical Safety & Arc Flash Compliance
- Health & Safety Training & Consulting

Civil Engineering

- Water Supply, Treatment, & Distribution
- Wastewater Collection & Treatment
- Gas Design, Including Leak-Prone Main, Gate, & Regulator Stations & Service Connections
- Stormwater Management
- Site Design



LaBella's wide breadth of services is what differentiates us.

- State & Local Permitting
- Athletic Facility Design
- Pedestrian & Vehicular Traffic Circulation

Commissioning Services

- Evaluation of Facility Requirements
- Compliance & Performance Reviews
- Field Verification
- Identify & Correct System Installation Deficiencies
- Review of Operations & Maintenance Manuals for Compliance
- Post Construction Assessments
- NYSERDA & LEED Commissioning
- Retro-Commissioning

Construction Engineering & Inspection

- Construction Inspection & Administration
- Scheduling
- Review of Drawings & Materials Submissions
- Maintenance & Protection of Traffic
- Constructability Reviews

Drilling

- Direct Push, Hollow Stem Auger, & Sonic Drilling of Unconsolidated Materials
- Wash Rotary, Air Hammer, & Coring Methods for Bedrock
- Depth Discrete Soil & Groundwater Sampling Via Direct Push
- Monitoring Well Installation & Development
- Remedial Well Installation
- Overwater Barge Drilling & Sampling
- Membrane Interface Probe (MIP) & Laser-Induced Fluorescence (LIF)
- Geotechnical (Standard Split Spoon & Shelby Tube Sampling)
- Well Decommissioning

Electrical Engineering

- Power Distribution Systems & Emergency Power
- Lighting & Life Safety Design
- Fire Alarm Engineering
- Security & Access Control Systems

TECHNICAL CAPABILITIES

- Telephone & Data Communications
- Electric Utility Engineering
- Process Control & Instrumentation

Energy Engineering

- Energy Auditing & Lighting Surveys
- Energy Master Planning
- Energy Metering & Monitoring
- Performance Contracting Assistance
- Energy Conservation Measures: Evaluation & Design
- Alternative Fuels: Biomass & Biogas
- Distributed Energy Resources: CHP, PV, & Wind
- Economic Analysis & Life Cycle Cost Analysis
- Rebate Assistance & Third-Party Reviews
- Facility Benchmarking
- LEED Assistance
- NYSERDA Program Services

Environmental Consulting & Contracting Services

- Phase I & II Environmental Site Assessments
- Remediation
- Brownfields
- Asbestos, Lead, & Mold Abatement Design
- Water Supply & Resources
- Water Resource Management
- Air Modeling
- Air Quality Services
- Industrial Hygiene & Safety
- Site Analysis & Site Selection
- Wetland & Stream Delineation & Permitting
- Ecological & Wildlife Studies
- SEQR/NEPA
- Environmental Contracting/Remediation

- Ecological Construction & Restoration
- Air Permitting

Geographic Information Systems (GIS)

- Project Scoping
- ArcGIS Enterprise Administration
- ArcGIS Online Administration
- Web-Based Mapping Applications
- Custom Python Tools & Scripting
- Custom Application Development (Desktop, Web, & Mobile Solutions)
- Website Design & Implementation
- Data Design & Database Management
- Field-Data Workflow Development & Management
- Geospatial Analysis
- Cartography & Map Design
- 3D GIS
- Visualizations
- Indoor GIS
- ArcGIS Utility Network

Geotechnical Engineering

- Subsurface Investigations
- Foundation Design
- Slope Stabilization
- Retaining Walls
- Dams
- Stream Restoration & Culverts

Interior Design

- Interior Design
- Space Utilization
- Furniture, Fixtures, Equipment, & Technology Integration

Landscape Architecture

- Master Planning
- Open Space Planning

- Feasibility Studies
- Land Use Analysis
- Site Design/Schematic Design
- Visual Assessments & Simulations
- Parks & Recreation Design
- Planting & Site Lighting Plans
- Landscape Restoration & Climate Adaptive Design
- Athletic Facilities
- Trail Planning & Design
- Streetscapes

Land Surveying

- Topographic Surveys
- ALTA/ASCM Land Title Surveys
- Property Line Surveys
- Construction Layout
- Right-of-Way Mapping
- 3D High-Definition Laser Scanning
- GPS Surveying: Static & RTK
- Digital Terrain Modeling
- Photogrammetric Control Surveys
- Land Records Research

Mechanical Engineering

- HVAC/Precision Cooling System Design
- Plumbing & Fire Protection
- Distribution Systems
- Building Systems & Controls
- Facilities Evaluation & Design
- Industrial Process Piping & Systems
- Geothermal
- Solar Thermal

Planning

- Downtown Revitalization & Development
- Economic & Market Analysis
- Comprehensive Planning
- Grants & Financing
- Community Engagement

TECHNICAL CAPABILITIES

- Environmental Review
- Active Transportation
- Public & Private Development Services
- Geographic Information Systems (GIS)

Power Systems

Transmission & Distribution

- Routing Analysis/Conceptual Design
- Survey-Topographical Survey/LiDAR
- Subsurface Utility Engineering
- Geotechnical Investigations
- Plan & Profile Drawings: OH & UG
- Trenchless Technologies
 - Horizontal Directional Drill
 - Jack & Bore
 - Micro Tunnel
- Civil Construction & Traffic Control Plans



Our project teams are comprised of professionals from diverse disciplines working together in partnership to tackle our toughest challenges.

- Permitting Support
- Engineering Construction Support

Substations

- Project Requirements & Equipment Specifications
- Geotechnical Studies
- Soil Resistivity Studies
- Ground Impedance Studies
- Topographical Survey
- Conceptual Design
- In-Ground Detailed Design
- Above-Ground Detailed Design

- System Protection & Controls Detailed Design
- Permitting Assistance
- Stormwater Pollution Prevention Plan
- Spill Prevention, Control & Countermeasure (SPCC) Plan

Program Management

- Portfolio & Program Management
- Project Management
- Procurement Coordination & Expediting
- Project Scheduling & Controlling

- Cost Analysis
- Risk Management

Renewable Energy

- Interconnection Design
- Site Plan Design & Approval
- Stormwater Design & Inspection
- ALTA & Topographic Survey
- Wetland & Stream Delineation Services & Mitigation
- Agricultural Monitoring
- Geotechnical Investigation & Report
- Pile Pull/Load Testing & Report



The pursuit of partnership is embedded in our culture – has been since our inception in 1978. And it affects client outcomes in profound ways.

- Critical Issue Analysis/Site Due Diligence
- Interconnection Application (Third-Party) Review & Management
- State or Local Environmental Impact Statement & Review
- Local, State, & Federal Permitting
- Noise & Visual Impact Analysis
- Protected Species Surveys
- Brownfield/Landfill Redevelopment
- Local Law Development Assistance
- Construction Phase Owner's Representation
- Wind Energy Project Review
- Decommissioning
- Program Management Support

Structural Engineering

- Structural Design & Inspection
- Load Ratings
- Site Engineering
- Substation Structural Design
- Foundation Design



Transportation Engineering

- Highway & Street Design
- Bridge Design
- Traffic Impact & Safety Studies
- Bicycle, Pedestrian, & Trail Planning & Design
- Parking Studies & Design
- Traffic Signal Design
- ADA Compliance
- NYSDOT Highway Work Permits
- NYSDOT PERM 75 Applications
- NYSTA Highway Work Permits
- County Highway Work Permits
- Work Zone Traffic Control Plan Development

Waste & Recycling

- Construction Phase Services
- Environmental Compliance & Remediation
- Facility Operations Consulting
- Operator Training & Certification
- Landfill Gas System Design & O&M
- Title V Permitting & Compliance
- Leachate Management & Treatment
- Organic Waste Management
- Closure & Post-Closure Design, Reuse, & Maintenance

PORTFOLIO

Criminal Justice Experience

- Broome County Jail and Public Safety Building
- Cattaraugus County Jail Renovations
- Cayuga County Jail and Addition
- Chautauqua County Jail Expansion
- Chenango County Correctional Facility and Public Safety Building
- Clinton County Correctional Facility
- Columbia County Jail
- Delaware County Correctional Facility and Public Safety Building
- Dutchess County Jail
- Dutchess County Justice & Transition Center
- Franklin County Jail and Public Safety Building
- Fulton County Jail
- Herkimer County Jail Renovations and New Jail
- Livingston County Jail
- Monroe County Correctional Facility Additions
- Monroe County Jail Addition and Expansion
- Onondaga County Jamesville Correctional Facility Renovations
- Ontario County Jail Renovations
- Orleans County Jail Renovations
- Otsego County Public Safety Facility
- Putnam County Jail
- Rensselaer County Public Safety Facility
- Schoharie County Jail and Public Safety Building



- Schoharie County Jail and Public Safety Building Flood Replacement Facility
- Schuyler County Jail Renovations
- Steuben County Jail and Public Safety Building
- Steuben County Jail Pod Addition
- Suffolk County Jail Replacement Facility
- Sullivan County Jail, Additions and Designing New Jail
- Tioga County Jail and Public Safety Building
- Tompkins County Jail
- Warren County Correctional Facility and Public Safety Building
- Wyoming County Jail and Public Safety Building
- Yates County Jail

USE OF SUB-CONSULTANTS

Proposed Sub-consultant Utilization Plan

LaBella Associates is a full services architectural and engineering design firm employing over 2,000 staff across nine (9) business segments. As such, we have in-house expertise and capabilities suitable to complete most project types and tasks. However, LaBella embraces the benefits and added strength created by a diverse project team. We believe that diversity in our staff and sub-consultants strengthens our team by providing different perspectives and cultural experiences which can enhance the design of any project. Ultimately creating a better final solution for our clients. For this project we have selected a team of partners that meets our high quality standards and expectations which also strengthens our in-house capabilities while providing greater opportunities for other local firms. All of the sub-consultants selected for this project have a proven track record of successful project completion for other collaborative design projects.

It is the policy of LaBella Associates to provide equal employment opportunity to all persons without regard to their race, color, religion, sex, age, marital status, physical disability, national origin, ancestry, present or past history of mental disorder, mental retardation, learning disability, or sexual orientations, except where any of these constitute a bona fide occupational qualification or need, and to promote the full realization of equal opportunity through a positive continuing program of Affirmative Action to recruit, train, develop, promote, and retain personnel from minority, female, and other protected groups.

Based on the scope of work, we have selected our subconsultants based on their expertise for this project. The subconsultants we will be utilizing for this project will be:



Justice Planners

1328 Waterway Drive, Unit 3, North Myrtle Beach, SC 29582

Work Description: Criminal Justice & Corrections Consultant



Sebago Technics

75 John Roberts Road, Suite 4A, South Portland, ME 04106

Work Description: Civil and Survey



Lincoln/Haney Engineering Associates

14 Maine Street | Suite 301, Brunswick, ME 04011

Work Description: Structural Engineering



YA Group dba Trophy Point

4588 South Park Ave, Blasdell, NY 14219

Work Description: Cost Estimating



S.W. Cole Engineering, Inc.

286 Portland Road, Gray, ME 04039

Work Description: Geotechnical Engineering

Justice Planners Firm Overview

About Justice Planners

Justice Planners, LLC is a criminal justice and corrections consulting firm that began operations in 2017 and provides local criminal justice system assessments, planning and programming of local new facilities, operational assessments, training, analyses, and audits of local detention facilities. With nearly 35 years of experience, the staff at Justice Planners is committed to improving the image and professionalism of corrections.

Justice Planners stands apart through our vast experience in strategic planning, program management, training, staff development and the strong belief in accountability, integrity, collaboration, innovation, and excellence. Unlike many other consulting firms, our team has years of experience working as correctional officers, and directors of detention facilities. Our experience is not solely based upon academics, but actual experience. As a result, Justice Planners understands the value of operational effectiveness and staff development. We are committed to working with our clients to assess, develop and implement well-planned, cost-effective programs.

About Our Planning Services

Our approach to planning carefully guides our clients through a detailed decision-making process, from planning, to design, construction and occupying new and/or renovated facilities. We understand that no two projects are alike. Our extensive menu of services can be applied completely or selectively in the development of a flexible and realistic plan.

Planning Creates a Basis for Moving Forward

Form Follows Function. A clearly defined plan for operational (and staffing) needs will accelerate the project timeline and will promote a more efficient process.

Stakeholder Buy-in. Proper planning identifies and quantifies the true needs. Stakeholders are more likely to support, and fund, projects that are complete and thoroughly vetted.

Planning is Deliberate and Fact-Based

Inclusive, Transparent Process. We insist on a smart, inclusive partnership with stakeholders that is open and appropriately transparent.

“Tailored” Solutions. Responsible spending and efficient operations depend on outcomes that fit the specific need of the jurisdiction. Alternative approaches are always included that could reduce size, scope and cost.

Fact-Based Findings. Decisions should be data-informed and based upon the evidence.

Contact

Alan Richardson, President

arichardson@justiceplanners.com

803-394-9486

justiceplanners.com

Our Planning Services Include:

Master Planning

Feasibility Studies

Needs Assessments

Statistical Projections

Operational Analyses

Staffing Assessments

Space Planning

Site Selection Assistance

Development Options

Operational Cost Estimates

Transition Training & Occupancy Planning

Architectural and Operational Programming



JUSTICE PLANNERS

TEAM EXPERIENCE OVERVIEW: JUSTICE PLANNERS, LLC

detention team experience

Allegan County, Michigan - detention center transition and activation
Anoka County, Minnesota – new jail planning and programming
Beltrami County, Minnesota – jail needs assessment and feasibility study
Berkeley County, South Carolina – jail staffing analysis
Carroll County, Illinois - jail needs assessment and feasibility study
Ellis County, Kansas - jail needs assessment and feasibility study
Fayette County, Pennsylvania – county prison feasibility study
Finney County, Kansas - jail needs assessment and feasibility study
Fulton County, Georgia – staffing analysis
Harris County, Texas - jail intake center program
Leon County, Florida - jail needs assessment
Lexington County, South Carolina – transition activation for facility expansion
Maricopa County, Arizona - corrections master plan
Mecklenburg County, North Carolina – arrest processing center needs assessment
Mecklenburg County, North Carolina – detention center expansion program
Mille Lacs County, Minnesota – jail needs assessment and feasibility study
Montgomery County, Tennessee – juvenile detention center needs assessment
Pitkin County, Colorado – criminal justice system assessment
Richland County, South Carolina – detention center needs assessment
Santa Barbara County, California – detention center staffing analysis
Scott County, Iowa – adult jail and juvenile detention facility needs assessment
Steele County, MN – criminal justice system assessment
Waukesha County, Wisconsin – safety and efficiency jail operational study



Maine's Creative Engineering Collective

EVERYTHING WE DO IS SHAPING

Sebago Technics is a creative engineering collective comprising 120+ design professionals and technical staff, with three offices across Southern and Western Maine. Our comprehensive services encompass all aspects of projects, from initial site assessment and design to navigating permitting and overseeing construction.

THE WAY WE WORK

One of the defining features that set us apart is our structure as a 100% employee-owned company. The commitment and collaboration of our employees drive our success, and our team-based approach ensures that each client benefits from the expertise and insights of multiple specialties. Our diverse team of engineers, surveyors, landscape architects, and environmental scientists work together to deliver exceptional results on every project.

We welcome your vision and ideas. Beginning with a profound respect for people and processes, we actively listen to understand your goals. Leveraging our extensive experience and expertise, we work in tandem with you to uncover unseen opportunities and bring your vision to life.

FOUNDED

1981

TEAM MEMBERS

120+

STRUCTURE

100% EMPLOYEE-OWNED

SPECIALTIES

CIVIL ENGINEERING
SURVEY/GEOMATICS
LANDSCAPE ARCHITECTURE
TRANSPORTATION/TRAFFIC ENGINEERING
ENVIRONMENTAL SERVICES
PLANNING & PERMITTING
GIS & CAD

SECTORS

MUNICIPALITIES
INSTITUTIONS
HEALTHCARE
RESIDENTIAL
COMMERCIAL

LET'S MEET TOGETHER

207.200.2100

75 John Roberts Road, Suite 4A
South Portland, Maine 04106



LINCOLN/HANEY ENGINEERING ASSOCIATES, INC.

14 Maine Street, Suite 301, Box 7

BRUNSWICK, MAINE 04011

Lincoln/Haney Engineering Associates, Inc., located in Brunswick, Maine, is a structural engineering consulting firm that was established in 1984 to provide quality services to a broad range of clients. As structural engineers, we are responsible for the design and analysis of concrete, steel, aluminum, masonry, and wood components within structures.

Our commitment to excellence in design and client service has been widely recognized by our clients. The cooperative spirit and practical problem-solving that is implemented at Lincoln/Haney Engineering has provided the firm with a loyal client base. Over 90 percent of our work comes from repeat clients or referrals from repeat clients. The good working relationships with our long-term clients have been the basis of the stability that has served the firm for 40 years.

Lincoln/Haney Engineering Associates, Inc. provides structural engineering services to a broad range of clients that include:

- architects
- engineers
- school districts
- local, state & federal governments
- contractors
- commercial & industrial businesses
- private organizations & individuals

Our clients look to us to assist them with:

- design of new structures
- evaluation of existing structures
- problem solving
- design of additions, renovations and repairs to existing structures
- construction administration of projects
- construction oversight/inspection
- preparation of construction cost estimates
- expert witness testimony

Current projects include a new Wading River Water Treatment plant in Attleboro, Massachusetts, an addition to the South Boston Community Health Center, structural roof reinforcement at the McMahon Elementary School in Lewiston, the new dealership and service center for Skalne Ford in Orion, MI, new Classroom and Multipurpose Facility for Atlantic Shores School in Chesapeake, VA, the new Lafontaine Autogroup Mercedes Dealership in Kalamazoo, MI, reinforcing to the Community Center Roof in Farmington, ME, and York County Emergency Management Agency Sewage Grinder Facility, Alfred, ME.

Recently completed projects include Renovations to the Bay Chamber Concerts and Music School in Camden, structural reinforcement at the Lemont Building in Brunswick, seismic bracing for MEP components at the Aegis Ashore facility in Redzikowo, Poland, steeple repairs at the Washburn Norland Living History Center in Livermore, renovations to the American Red Cross facility in Portland, ME, renovations to the Strothertowne Veterinary Hospital in Summit, MO.

Principals

Michael A. Cunningham, P.E., LEED AP (President)

University of Maine - B.S. Civil Engineering, 1975

Registered in the states of Maine, New Hampshire, Vermont, Connecticut, Florida, New York, and Massachusetts
Professional Affiliations: Structural Engineers Association of Maine, American Institute of Steel Construction, LEED Accredited Professional

Thad Gabryszewski, P.E., S.E. (Vice President)

University of Connecticut - B.S. Civil Engineering, 1995; Norwich University-M.C.E. Struct. Engineering 2007

Registered in the states of Maine, Rhode Island, New Jersey, North Carolina, Georgia, Illinois, Iowa, Missouri, Hawaii, Pennsylvania. Registered with NCEES as a Model Law Structural Engineer. Professional Affiliations: American Society of Civil Engineers, Structural Engineers Association of Maine, American Institute of Steel Construction.

Justin Desjarlais, P.E. (Treasurer)

Alma College - B.S. Physics & Mathematics, 2004; University of Maine - M.S. Civil Engineering, 2007

Registered in the state of Maine. Professional Affiliations: Structural Engineers Association of Maine

QUALIFICATIONS

Cost Estimating

YA Group, Planning & Construction Advisory Services provides independent construction cost estimating services grounded in decades of hands-on experience across diverse project types and market sectors. While capable of supporting projects from inception through completion, our greatest value lies in delivering objective, reliable cost intelligence during planning and design. These services support budgeting, scope development, pro forma analysis, and ensure stakeholder alignment from the outset.

Our estimating methodology is structured around three core drivers: project goals, regional market dynamics, and the unique challenges of design and construction. This approach, coupled with the field-tested experience of our team, enables us to assess projects from multiple perspectives and produce accurate, market-informed estimates.

YA Group's proprietary cost database reflects both lagging and leading indicators, ensuring regional relevance and forward-looking accuracy. Continuously refined through trade-specific bid results, subcontractor feedback, vendor input, Department of Labor data, and commodity trend analysis, our database allows us to anticipate market shifts and provide proactive guidance throughout design development.



Clients trust YA Group for our deep understanding of labor markets, independent positioning, responsiveness, and consistent senior-level involvement. Our team brings broad technical expertise that allows us to handle any scale of estimating, regardless of size or complexity, while providing valuable synergy with the design team in scope definition and trade space evaluation. At every phase, our goal is to deliver confidence in scope-budget alignment.

We support cost modeling and value engineering from early programming through construction documents, evolving from conceptual cost-per-square-foot estimates to detailed CSI-based breakdowns as designs mature. This iterative approach helps owners and design teams evaluate options, establish cost boundaries, and make informed decisions aligned with project goals. We emphasize transparency and clarity, accounting for general conditions, overhead, profit, escalation, phasing premiums, and other below-the-line considerations.

By delivering robust, regionally tuned, and constructability-aware cost estimates, YA Group is more than a consultant; we are a strategic partner and an essential design tool, driving value throughout the development process.



S.W.COLE
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Established in 1979 in Bangor, Maine, S. W. Cole Engineering, Inc. (S.W.COLE) is a **geotechnical engineering, construction materials testing** and **special inspections** firm serving private and public sector clientele from offices in New Hampshire, Maine, Massachusetts, Rhode Island and Vermont with a team of more than 140 employees, providing services on over 3,000 projects each year. Our drilling company, Seaboard Drilling, LLC, provides geotechnical and environmental **test boring services**.

Our 45 years of experience and nine regional offices have allowed us to work with a wide variety of complex geologic and subsurface conditions encountered on projects throughout New England. Our engineers and construction materials technicians take a hands-on approach and understand the impact of subsurface conditions on construction budgets and schedules. We have a proven track record of aiding the owner, design team and construction team in completing successful projects.

We have consistently been selected to support projects of various size throughout New England because of the capabilities and experience of our firm and personnel, our ability to accommodate scheduling needs, and the quality of our reports and deliverables.

We have had the opportunity to work with a varied clientele, including:

- governmental agencies and municipalities
- utilities
- public and private institutions
- architectural and engineering firms
- general contractors

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SECTION 2

PROJECT EXPERIENCE

SULLIVAN COUNTY

Correctional Facility

This new 155,000 sf facility is currently in construction for Sullivan County. The LaBella Team's comprehensive scope of work included site selection, programming, facility design, construction management/ administration and transition planning when ready to occupy. With flexibility in mind, the new facility is designed for an initial 256 beds, with plans for future expansion allowing for additional capacity of 304 beds. Support services, such as food, medical, laundry, maintenance and energy were designed to grow with the facility.

Other project features include inmate educational programs and services, central / security & control, intake / admissions and processing, jail administration, an office for the sheriff and space for entry lobby and waiting area.

The project also included a full service Sheriff's Administration which will house road patrol and investigations divisions, records, processing, dispatch, and radio tower.

CLIENT PARTNER

Edward McAndrew
Commissioner/Engineering
Monticello, NY 12701
(845) 807-0267
edward.mcandrew@
co.sullivan.ny.us



With flexibility in mind, the new facility is designed for an initial 256 beds, with plans for future expansion.

SULLIVAN COUNTY EXPERIENCE

continued



Support services, such as food, medical, laundry, maintenance and energy were also designed to grow with the facility.



LaBella Associates conducted site analysis and coordinated the NY SEQRA approval process. The new jail will meet all New York State Commission of Correction regulations.

Construction Cost: \$72 Million

Completed: Spring 2020

DUTCHESS COUNTY

Justice and Transition Center

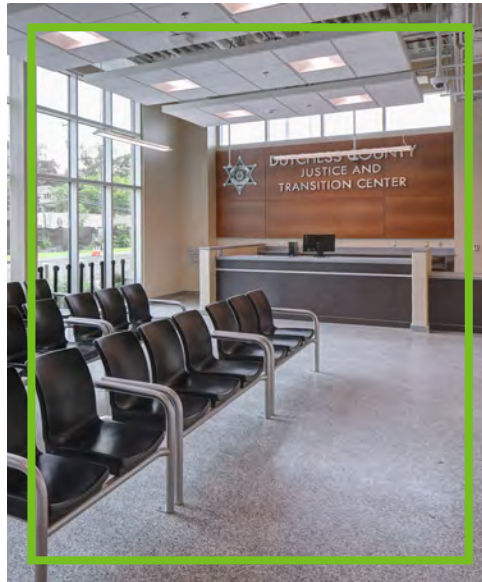
The primary mission of the facility is to provide a safe, modern, and efficient detention environment for pretrial and sentenced inmates in a manner that conforms to the mandates of the New York Commission of Correction. Primary building security is maintained at the building perimeter wall and is further compartmentalized into smaller security areas within the building.

In order to achieve these goals, facility housing is developed into seven housing pod units and one medical unit. Two existing housing units of 50 beds each will remain. The facility provides sufficient and dedicated housing units for separation of special risk/need inmates from the general population. The sub-dayrooms provide operational flexibility, but not the medical unit. Medical is specialized, and the beds aren't part of the facility count. Inmate separation will be subdivided by use of secure barriers to allow different inmate classifications to coexist within the same housing unit, maximizing staff-to-inmate supervision ratios and operational efficiency.

The total count for the new proposed male housing pods

CLIENT PARTNER

Colonel Gerry Lennon
(845) 486-3843
glennon@dutchessny.gov



The new improvements are in compliance with the current Commission of Correction requirements.

DUTCHESS COUNTY

Justice and Transition Center *(continued)*



will be a maximum of 60 inmates; the women's unit is a maximum of 48 inmates, expandable to 60 through double bunking if required in the future. For future population growth and handicap requirements, 70 square foot cells and 100 square foot cells have been provided as required. Also, the medical unit has been located directly adjacent to a general housing unit so as to supplement housing cells as part of the medical suite for greater surveillance and efficiency.

Dutchess County's RESTART program is a core component of the JTC. The goal of RESTART is to provide treatment and re-entry services to male and female inmates housed in the facility who are at high risk of re-offending. The RESTART program space is convenient to the first floor and adjacent to program spaces.

Generally the services provided to the inmates at the housing unit level are: food services, programs, recreation, laundry

for clothing, and typical daily activity. Specialized services such as non-contact attorney visitation can be provided at the housing unit as well as any medical triage needs. Medical and attorney visitation services can also take place at the housing unit pod or other locations in the facility.

Public and attorney visitation also requires inmate movement outside the classification area. All such services are provided within the secure perimeter of the facility.

Building Phase Completion:
December 2023

Site Phase Completion:
Estimated Spring 2025



HERKIMER COUNTY

Public Safety Facility

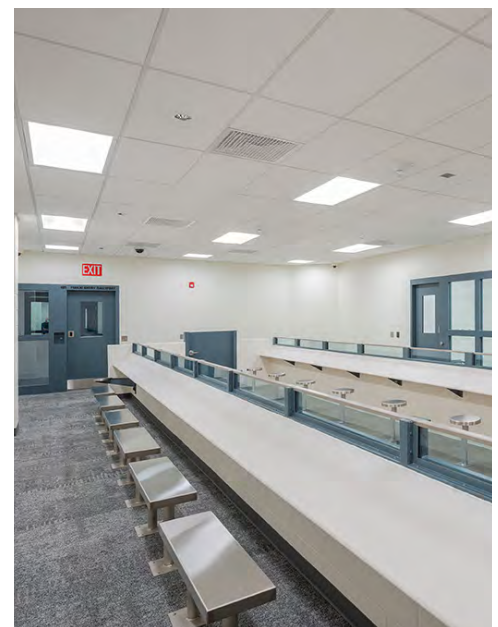
The challenge of this project was to design a new, 130 cell direct supervision facility in the Village of Herkimer, on a former shopping center site. The building utilized the exterior envelope as the maximum security barrier so that this facility did not require a perimeter security fence. All exterior recreation yards are nested within the complex and not outside the secure building perimeter. The facility is approximately 74,000 square feet.

Construction Cost: \$34 Million
Completion Date: Spring 2021



CLIENT PARTNER

James Wallace
County Manager
109 Mary Street
Suite 1310, County Office
Bldg
Herkimer, NY 13350



SUFFOLK COUNTY

Jail Replacement

LaBella Associates provided detention/correctional and security control design services for Suffolk County.

Phase I of this project included: 380 cells; a 60-bed dorm, new booking, housing and visitation; medical, staff support, jail operations offices, deputy warden's offices; and new mechanical systems.

Phase II included: 360 additional cells; sheriff's administration; additional staff support; vocational and programming space; kitchen remodeling; additional jail operations space; and additional mechanical space.

Construction Cost:
\$155 Million

Completion Date:
2012



CLIENT PARTNER

Gil Anderson
Former Commissioner
Suffolk County
Dept of Public Works
(631) 413-3324



The facility was specifically designed for 360 degree supervision

SUFFOLK COUNTY

Continued



MONROE COUNTY JAIL

Mainframe Reconstruction Project

The Monroe County Sheriff's Office (MCSO) operates a 275,000+ square foot, 900+ cell jail system in downtown Rochester. Portions of the facility are over fifty (50) years old. The County will undertake a project to review existing jail facilities and infrastructure improvements master plans, population trends, existing and pending regulations, and program needs of the MCSO to evaluate and recommend replacement of existing jail facilities that have met the end of their useful life both from a physical and programmatic perspective.

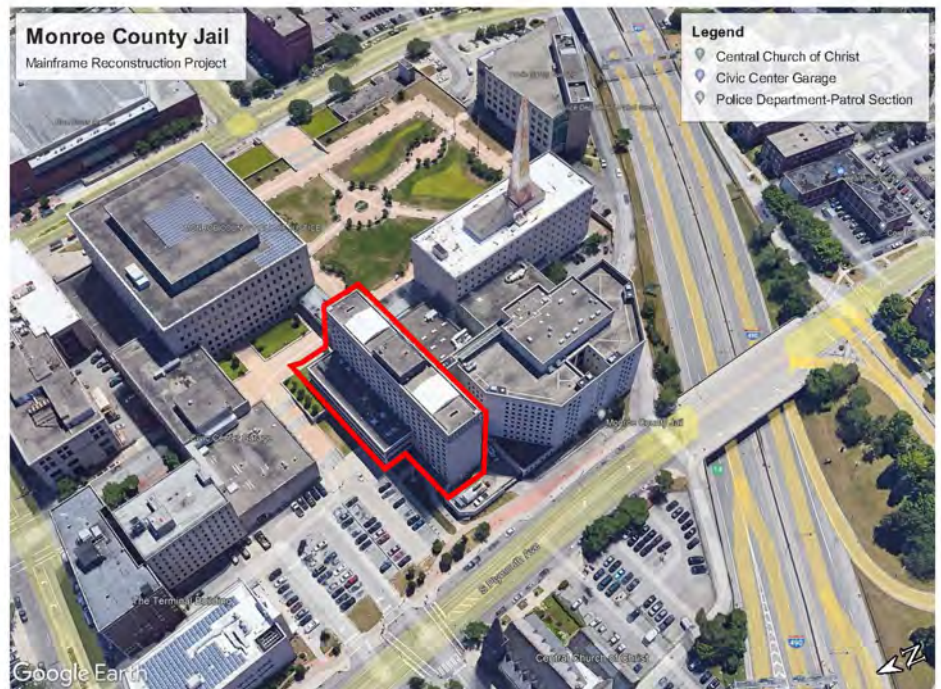
The multi-phase project will commence with a detailed assessment of the MCSO's requirements for capacity (number and type of beds) and operations (policy, staffing, training, budget) integrated into the appropriate regulatory and programmatic criteria (housing, visitation, admissions, transports and release, rehabilitation programs, health services, food services, education). The anticipated duration of the pre-planning phase is 12 to 18 months. The schematic design will culminate in a Basis of Design Report. Final Design Services, including the preparation of Construction Documents, include but not be limited to architectural, site/civil, MEP, security, corrections programs (e.g., education, recreation), code review, LEED, basic services – construction phase. It is anticipated that a separate agency construction management firm will be engaged.

Start Date:
Spring 2021

Schematic Phase Completion:
December 2023

CLIENT PARTNER

Sean Murphy
Chief of Engineering and
Facilities
Monroe County Div. of
Engineers
(585) 7537541
seanmurphy@
monroecounty.gov





MONROE COUNTY JAIL MAINFRAME RECONSTRUCTION

Location

Rochester, New York

Year Started

2020

Year Completed

ongoing

Services Provided

Planning, Population Forecasting,
Design, Cost Estimating

Reference

Sean Murphy , PE, CCM
Division of Engineering and Facilities
Management
(585) 753-7541
seanmurphy@monroecounty.gov

Since the development of the Monroe County Correctional Facility in the early 1990s, major modifications to the downtown Jail in the mid-90s and the state-of-the-art new direct supervision Jail Towers developed in the early 2000's, Monroe County and the Office of the Sheriff have struggled to maintain an aging facility of more than 1,100 inmates that no longer meets the current standard of care for modern detention facilities.

LaBella and Justice Planners are working with County and Sheriff's staff on the operations, staffing, housing classifications, and programming of various options.

These options include renovation of the existing physical plant, renovation and expansion increase and replace the current capacity, and the renovation of an existing off-site facility to address inmate capacity and budgetary considerations.



CHAUTAUQUA COUNTY JAIL NEEDS ASSESSMENT

Location

Mayville, New York

Year Started

2022

Year Completed

ongoing

Services Provided

Planning, Population Forecasting,
Design, Cost Estimating

Reference

Sheriff James Quattrone
(716) 753-4900
quattrone@sheriff.us

The LaBella and Justice Planners team conducted a Jail Needs Assessment Study for Chautauqua County to determine the need for improvements to maximize the efficiency and effectiveness of the criminal justice system, and in turn, guide a sensible plan regarding the future of the jail facility. We feel that costly bedspace in the jail should be used only when necessary. The risks and needs for each offender should be assessed to determine the best possible outcome for the individual, the jail, and the community. The goal of this comprehensive assessment is to enable the County to make informed decisions on the future of the jail.

Jail operations have changed significantly in the 80+ years that the current jail has been in operation. Several additions have been constructed over the years which have resulted in a disjointed, difficult to operate facility. This project is tailored to effectively and efficiently address the Sheriff's and County's challenges with the physical plant and operations and identify effective solutions. The approach involves all agreed upon local stakeholders in a policy group-oriented planning process which collaborates to create effective, realistic options.



SIMILAR EXPERIENCE

STATE & FEDERAL

Hancock Judicial Center
Ellsworth, ME

Maine Correctional Center
Windham, ME

Maine Department of Corrections
Machiasport, ME

Cumberland County Jail
Medical Wing Expansion
Portland, ME

Edward T. Gignoux Federal
Courthouse
Portland, ME

U.S. Postal Service - Southern Maine
Processing and Distribution Center
Scarborough, ME

109 Capitol Street Office Complex
FDS State of Maine, LLC
Augusta, ME

PUBLIC SAFETY

Scarborough Public Safety
Scarborough, ME

Cash Corner Fire Station
South Portland, ME

Raymond Public Safety Building
Raymond, ME

Westbrook Public Safety Building
Westbrook, ME

MUNICIPAL

Municipal Offices & Community
Center
Gorham, ME

Kennebunk Public Works
Kennebunk, ME

Mill Creek Transit Hub
South Portland, ME

Orono Public Works
Orono, ME

Portland Public Services
Portland, ME

Portsmouth Public Library
Portsmouth, NH

South Portland Municipal Services
South Portland, ME

Town Office Planning Study
Raymond, ME

Westbrook Public Services
Westbrook, ME

COMMERCIAL/INDUSTRIAL

Hobson's Landing
Portland, ME

Coastal Enterprises Corporate Offices
Brunswick, ME

FedEx Distribution Center
Lewiston, ME

Gendron Distribution Center
Auburn, ME

UNUM Provident Home Office III
Portland, ME

L.L.Bean Retail Campus, Corporate
Headquarters, Flying Point, Data
Center & Distribution Center
Freeport, ME

Northeast Air Expansion
Portland Jetport
Portland, ME

LABORATORIES

Jackson Laboratories Dining
Commons
Bar Harbor, ME

Bigelow Laboratory for Ocean Studies
East Boothbay, ME

IDEXX Laboratories
Westbrook, ME



**MAINE CORRECTIONAL
CENTER**

Windham, ME



**HANCOCK JUDICIAL
CENTER**

Ellsworth, ME



**AUGUSTA STATE
OFFICE BUILDING**

Augusta, ME

MAINE CORRECTIONAL CENTER

Windham, Maine



Sebago Technics provided design and surveying services for the redevelopment of the Maine Correctional Center, a medium/minimum security facility housing approximately 650 men and women in Windham, Maine. The project involved complete campus modernization including renovation of historic buildings dating to the facility's 1919 establishment, along with new construction of dormitories, medical facilities, vocational training areas, and recreational amenities.

Our team utilized High Density Scanning technology to efficiently capture existing conditions of the large multi-building complex, completing data acquisition in approximately 7 days compared to several weeks using traditional surveying methods. This approach minimized security protocols, equipment checks, and facility shutdowns while generating detailed point clouds for both site-wide existing conditions and precise 3D as-built models of two key buildings requiring renovation. The scanning data provided architects with accurate baseline information for their redesign process while reducing operational disruptions to the correctional facility.

The redevelopment design encompassed new dormitories, medical and vocational facilities, and fitness centers to modernize inmate programming and housing. Exterior improvements included a central promenade designed to facilitate secure movement between buildings, recreational facilities including a softball field and exercise yards, and comprehensive stormwater treatment best management practices. The project successfully balanced the complex security requirements of a correctional environment with the need for efficient data collection and comprehensive facility modernization to serve the State of Maine's correctional system needs.

The project was completed in Spring 2023.

Reference: Dennis Morin
Director of Operations
SMRT Architects & Engineers
877.700.7678
DMorin@SMRTInc.com



MAINE DEPARTMENT OF CORRECTIONS (DOC) MEN'S RE-ENTRY FACILITY

Machiasport, Maine



Sebago Technics provided full site/civil design and permitting for the Maine Department of Corrections (DOC) Men's Re-Entry Facility in Machiasport, Maine.

In place of the aged Downeast Correctional Facility, the DOC moved forward with the planning and development of a 48 inmate re-entry facility for men finishing their sentences, which was completed in the Fall of 2021.

Sebago Technics delivered complete project development services, including site layout, utility design, stormwater treatment design, and permitting coordination with local and state agencies. Our survey services established the foundation for design by mapping existing site conditions, including utilities, and providing accurate topographic and boundary surveys for the project site.

The facility originally utilized an overboard sanitary sewer discharge and small treatment plant that was decommissioned as part of the closure of the corrections facility in Machiasport. The new facility included the investigations, planning, and design of a new onsite advanced sanitary sewer treatment system. The system has been designed for 6,180 gpd and includes a 3,000-gallon primary treatment tank, 6,000 gallons of flow equalization tanks, (4) fuji clean nitrogen reduction processing tanks, and 22 rows of 16 biodiffusor chambers each and supporting sanitary collection infrastructure. The design was an engineered system and included permitting through the Department of Health and Human Services.

Reference: Dennis Morin
Director of Operations
SMRT Architects & Engineers
877.700.7678
DMorin@SMRTInc.com



HANCOCK JUDICIAL CENTER

Ellsworth, Maine



Sebago Technics is providing civil engineering design and permitting services for the new Hancock County Courthouse facility in Ellsworth, Maine. The project involves developing a comprehensive site plan for the courthouse building, parking areas, utilities, and stormwater management on a 17.9-acre property along Merrill Lane.

The Sebago team is conducting soil surveys and designing all site infrastructure including roads, parking facilities, utilities, and drainage systems. The design process requires coordination with multiple agencies and incorporates specialized security features appropriate for a courthouse facility. We are preparing detailed construction documents and specifications that meet both local ordinance requirements and state engineering standards, ensuring the facility will support the county's long-term judicial operations.

The complex permitting process involves securing approvals from the City of Ellsworth Planning Board, Maine DEP, U.S. Army Corps of Engineers, and Maine DOT. Sebago is managing all permit applications, agency coordination, public meetings, and review processes required for project approval. Working with traffic engineering specialist Barton & Loguidice, we are navigating the multi-jurisdictional approval process to deliver a fully permitted, construction-ready courthouse design that will serve Hancock County's judicial infrastructure needs.

Local project approval is anticipated for Fall of 2025, with construction projected to start in Spring of 2026.

Reference: Jeremy Gray
Director of Court Facilities
Maine Judicial Branch
207.822.0797
jeremy.gray@courts.maine.gov



109 CAPITOL STREET OFFICE COMPLEX

FDS STATE OF MAINE, LLC (FD STONEWATER)

Augusta, Maine



Sebago Technics provided survey, landscape architecture, planning, permitting, and site civil engineering services for redeveloping MaineDOT's former maintenance facility near the State House in Augusta. The challenging 10-acre site featured a 70-foot elevation change and required environmental remediation after sitting vacant for five years.

The project includes two office buildings: a single-story 25,000 sf building with 125 parking spaces and a three-story 100,000 sf building with 460 parking spaces, with first floors separated by 50 feet vertically. The developer purchased the site for the State of Maine, then leased the completed facilities back to state agencies.

Key services included consolidating 23 parcels and discontinuing a public street for ALTA-level surveying, designing parking and circulation systems, and developing on-site utilities. Sebago collaborated with Greater Augusta Utility District on a public/private partnership to replace aging deep sewer infrastructure with a new, higher-capacity system at reasonable depth, eliminating a combined sewer overflow discharge point. Utility improvements also include the construction of a subsurface chamber system with a sand filter to detain and treat stormwater from the upper parking lot.

Permitting was coordinated through the City of Augusta, Maine DEP, MaineDOT, and FAA. The project features landscaped open space facing the Capitol building, creating park-like connectivity between the office complex and surrounding state properties, with full pedestrian accessibility to nearby facilities. Completed in 2020, this development revitalized an abandoned site in Augusta's governmental core into a valuable asset for the city and state employees.

AROOSTOOK STATE PARK SITE IMPROVEMENTS

Presque Isle, Maine



Sebago Technics was retained by the State of Maine Department of Agriculture, Conservation, and Forestry to provide civil engineering services for infrastructure improvements at Aroostook State Park in Presque Isle, Maine. This \$2.75 million project, initiated in Spring 2024 with anticipated completion by the end of 2025, was completed under an accelerated timeline to secure funding from the State's \$50 million investment in statewide park upgrades.

The project scope encompasses a diverse range of site improvements including a new entrance booth, day-use shelter, bathroom renovations, and expanded campsite utility hook-ups to accommodate modern recreational vehicle needs. Additionally, Sebago engineered a new RV dump station with an integrated wastewater disposal system, along with all supporting infrastructure including utilities, drainage, and access improvements. Each component required detailed site analysis and design to ensure seamless integration with the park's existing natural environment and operational requirements.

Sebago's role extended beyond design services to include critical permitting assistance with both the Town of Presque Isle and the Maine Department of Environmental Protection. The compressed timeline necessitated by state funding requirements demanded efficient project coordination and expedited design delivery. Working as part of a collaborative team led by Arcadia Designworks of Portland, Sebago coordinated with structural engineers, MEP consultants, landscape architects, surveyors, and septic design specialists to deliver a comprehensive solution that balances environmental sensitivity with enhanced recreational infrastructure.



RELEVANT PROJECT EXPERIENCE

- **Somerset County Jail**
Skowhegan, Maine
Structural Design of new precast concrete structure
- **Waldo County EMA Building**
Swanville, Maine
5000 sf emergency management facility
- **Harrington Fire Station**
Harrington, Maine
Structural design of new fire station
- **Machiasport Fire Station**
Machiasport, Maine
Structural design of new fire station/municipal complex
- **Norway Public Safety Facility**
Norway, Maine
Structural design of new police/fire station facility
- **Windham Public Safety Facility**
Windham, Maine
Structural design of new police/fire station facility
- **Winterport Fire Station**
Winterport, Maine
Structural design of new 5000 sf fire station.
- **Scarborough Public Safety Facility**
Scarborough, Maine
Structural design of \$1.6 mil. addition to existing facility
- **Orono Public Safety Facility**
Orono, Maine
Structural design of new \$1.5 mil. police/fire station facility
- **Bucksport Public Safety Facility**
Bucksport, Maine
Design of addition/renovations to police/fire station facility
- **Waterville Fire Station**
Waterville, Maine
Structural design of \$3.5 mil. addition to existing fire station
- **Richmond Fire Station**
Richmond, Maine
Structural design of addition to existing fire station
- **Pembroke Fire Station**
Pembroke, Maine
Structural design of new fire station
- **Livermore Falls Fire Station**
Livermore Falls, Maine
Extensive structural reinforcement of existing facility

Sample Project Profiles

Niagara County Jail – Kitchen Cooler and Freezer

Location: Lockport, NY

Client: Azar Design Co, Gwen Howard, 716-856-3933, ghoward@azardzn.com

Scope: This \$1M project involved the replacement of walk-in cooler and freezer systems at the Niagara County Jail in Lockport, New York, for the Niagara County Sheriff's Department. The project included demolition and removal of existing refrigeration units, concrete slabs, and finishes, followed by the installation of new walk-in cooler and freezer units, upgraded refrigerant and condensate piping systems, and new electrical, plumbing, HVAC, and fire protection connections. Supporting work encompassed thermal insulation, floor sealing, concrete replacement, lighting upgrades, and temporary refrigerated trailer rental to maintain kitchen operations during construction. YA Group collaborated with Azar Design Co to provide detailed cost estimating services. Special considerations included performing work within an occupied and secured correctional facility, implementing dust control barriers and second-shift labor to reduce operational impact, and complying with New York State prevailing wage requirements.

Estimated: 2024

Cost Estimate: \$1M

Niagara County Sheriff's Office – Forensic Laboratory Expansion and Building One Remodel of Interior and Exterior

Location: Lockport, NY

Client: LaBella Associates, Mark Kukuvka, 585-295-6256, mkukuvka@labellapc.com

Scope: This \$25.4M program for the Niagara County Sheriff's Office in Lockport, New York encompasses both the new 9,138-square-foot free-standing Forensic Laboratory facility and renovations to Building One at the existing Sheriff's Office complex. The overall scope includes the construction of a state-of-the-art forensic lab with advanced HVAC and exhaust systems, laboratory casework, fume hoods, secure evidence storage, and emergency backup power systems, along with comprehensive site work such as paving, curbing, utilities, and stormwater management. The Building One renovation portion includes upgrades to occupied areas such as offices, locker rooms, and investigative support spaces, with improvements to electrical, plumbing, HVAC, and security systems, as well as hazardous material abatement and façade replacement. YA Group partnered with LaBella Associates to provide comprehensive cost estimating and constructability review services. Special considerations included maintaining full operational continuity within an active law enforcement facility, coordinating phased construction and infrastructure tie-ins, complying with New York State prevailing wage and multiple prime contract requirements, and achieving high-performance laboratory and security standards while meeting strict budget and schedule objectives.

Estimated: 2024

Cost Estimate: \$25.4M

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Select Project Experience—Geotechnical Engineering

PROPOSED PENOBSCOT COUNTY JAIL

Location: Hampden, Maine

Years Worked: 2025

Scope of Services: Our scope of services included test boring explorations, a preliminary geotechnical analysis of the subsurface findings, and preparation of a preliminary geotechnical report.

NEW HAMPSHIRE MEN'S CORRECTIONAL FACILITY—PROPOSED NEW FACILITY

Location: Concord, New Hampshire

Years Worked: 2024-2025

Scope of Services: Our scope of services included test pit explorations, test boring explorations, a geotechnical analysis of the subsurface findings and preparation of a preliminary geotechnical report.

CUMBERLAND COUNTY JAIL—PROPOSED BUILDING ADDITION

Location: Portland, Maine

Years Worked: 2022

Scope of Services: Our scope of services included subsurface explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report.

DOWNEAST CORRECTIONAL FACILITY— PROPOSED RE-ENTRY BUILDING

Location: Machiasport, Maine

Years Worked: 2019-2020

Scope of Services: Our scope of services included observation of test pit explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report.

MAINE CORRECTIONAL CENTER AND WOMEN'S RE-ENTRY FACILITY

Location: Windham, Maine

Years Worked: 2013-2023

Scope of Services: Our scope of services included test boring explorations, auger probes, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of geotechnical reports.



SECTION 3

REFERENCES

CLIENT REFERENCES

LaBella's client references are located on each project sheet in Project Experience section. Below are the two most applicable projects to Aroostook County's needs for a new 180-bed cell facility.



DUTCHESS COUNTY, NY

Justice and Transition Center

Reference

Colonel Gerry Lennon
Captain
Dutchess County, NY
(845) 486-3843
glennon@dutchessny.gov

Location

Poughkeepsie, NY

Year Construction Started

August 2020

Year Construction Completed

January 2024

Construction Cost

\$105.4 Million Building Contracts

Services Provided

Full service architectural engineering disciplines, structural, architectural, mechanical, electrical, plumbing, fire protection, security and control was by LaBella Associates. Civil was provided by CPL Engineering. Programming was originally provided by Ricci-Greene Associates and then re-validated by LaBella and Voorhis Associates.

Current Status

Facility was occupied in spring of 2024.

Public Involvement

There were several presentations at the county board meetings to make the public aware of the project, solicit support from the public before the final vote to bond the project.

Population: 297,500

New Facility Size: The base facility size is 300 beds. Selected cells can accommodate 2 incarcerated individuals which allows the facility to accommodate 350 beds. The core areas of the facility were designed to accommodate future expansion up to 500 beds.



SULLIVAN COUNTY, NY

Correctional Facility

Reference

Edward McAndrew
Commissioner/Engineering
Monticello, NY 12701
(845) 807-0267
edward.mcandrew@co.sullivan.ny.us

Location

Monticello, NY

Year Construction Started

Fall 2016

Year Construction Completed

Fall 2018

Construction Cost

\$72 Million Total Building Contracts

Services Provided

Full service architectural engineering disciplines, structural, architectural, mechanical, electrical, plumbing, fire protection, security and control was by LaBella Associates. Civil was provided by Shumaker Engineering. Programming was provided by CGL

Current Status

Facility was occupied in Spring of 2020

Public Involvement

There were several public presentations at the County board meetings to make the public aware of the project, solicit support from the public before the final vote to bond the project.

Population: 74,000 (Summer months swell to 300,000)

New Facility Size: The base facility size is 256 beds. Selected cells can accommodate 2 incarcerated individuals which allows the facility to accommodate 304 beds. The core areas of the facility was designed to accommodate future expansion up to 500 beds.



SECTION 4

PROJECT TEAM

TEAM ORGANIZATION

We build a project team by thoughtfully engaging professionals that have demonstrated reliability, accountability and collaboration.

AROOSTOOK COUNTY GOVERNMENT

Mark Kukuvka, AIA*
Principal-In-Charge
Criminal Justice Expert

David Weller, AIA, CSI*
Sr. Project Manager
Civic & Justice Studio Director

MECHANICAL ENGINEERING

Casey Bernhard, PE, LEED AP*
Mechanical Discipline Leader

Jeffrey M. Davis, PE*
Mechanical Team Leader

Doug Breese*
Mechanical Engineer

ARCHITECTURE

Jim Kelley, AIA*
Project Architect

INTERIOR DESIGN

Anne Weis, CID*
Interior Designer

CRIMINAL JUSTICE AND CORRECTIONS CONSULTANT

PARTNER

Justice Planners

Alan Richardson, CCHP*
Justice Planning Expert

ELECTRICAL ENGINEERING

Nick Harkola, PE*
Sr. Security Engineer

Robert Marshall, PE, WELL AP*
Sr. Electrical Engineer

STRUCTURAL ENGINEERING

PARTNER

*Lincoln/Haney
Engineering Associates*

**Michael Cunningham, PE,
LEED AP***

Sr. Structural Engineer

James Curley, PE*
Sr. Structural Engineer

CIVIL AND SURVEY PARTNER

Sebago Technics

Owens McCullough, PE, LEED AP*
Principal-in-Charge

Bill Gerrish, PE, PLS*
Sr. Project Manager

Brandon Blake*
Sr. Civil Engineer / Project
Delivery Design Manager

Griffin Steinman, EI*
Traffic Engineer

Brian Stoddard, PLS, FPS*
Survey Project Manager

Rebecca Gabrysveski*
Entitlements Manager / Sr.
Permitting Specialist

Jake Hansen*
Geospatial Team Lead /
Senior GIS Specialist

Scott Kennedy
CAD Designer and
Construction Inspector

GEOTECHNICAL ENGINEERING PARTNER

S. W. Cole Engineering, Inc.

Timothy J. Boyce, PE*
Vice President of
Geotechnical Services

Nathan D. Strout, PE*
Sr. Geotechnical Engineer

Alexandrea F. Allen*
Staff Geotechnical Engineer

COST ESTIMATING PARTNER

YA Group

Joshua Telenko*
Senior Vice President

Joseph Dommer*
Executive Vice President

**Resumes included in proposal*



DAVID WELLER

Sr. Project Manager
Civic & Justice Studio Director

David has over 30 years of experience as a Project Manager responsible for conceptual design through construction phases for architectural and multi-discipline projects. David serves as Sr. Project Manager and Team Leader for small through large scale design and construction projects.

AIA

Registered Architect
New York

EDUCATION

Finger Lakes Community
College: AAS, Architectural
Technology

Finger Lakes Community
College: AAS, Mechanical
Technology

ORGANIZATIONS

American Institute of Architects

Construction Specifications
Institute Member

OFFICE LOCATION

Rochester, NY

Schoharie County, NY: Jail & Public Safety Building— Schoharie, NY

Project Architect for the \$7.7M, 180,00 sq. ft. 80 bed facility. Project consists of a new sheriff's administration, an emergency management office, and space for training.

Tompkins County, NY: Limited Modifications to Jail—Ithaca, NY

Project Manager / Construction Administrator for Renovation of Jail Dorm and Addition of Jail Outdoor Recreation space. Providing enhancements of existing 1,000 sq. ft. indoor recreation space, conversion to Dormitory for expansion of bed count at the facility. Provided Design and Construction Administration Services for interior renovation of the spaces as well as new enclosed outdoor recreation space to accommodate incarcerated individuals' adaptability for recreation in inclement weather.

Tompkins County, NY: Limited Modifications to Jail and Public Safety Building—Ithaca, NY

Studio Director / Sr. Project Manager for Renovation of existing Public Safety Building. Providing enhancements of existing 32,000 sq. ft., 38 year old Jail & Public Safety Facility to allow for repairs for 20-25 years and maintain functionality of

the facility. Upgrading physical deficiencies from high-demand, harsh environment use 24/7, 365 days per year operations for the building envelope, Mechanical, Electrical and Plumbing improvements for continued performance and operations.

Monroe County, NY: Rush Children's Detention Center— Rush, NY

Project Architect; LaBella was hired by Monroe County for an emergency project to design a renovation project for 20 juvenile detention children at a former state owned juvenile facility. Project included renovations to cells, program rooms, toilet areas, shower areas and kitchen. It also included a new security and control center to monitor and control all doors. LaBella was hired and completed the project within 3 months.

Dutchess County, NY: Justice and Transition Center— Poughkeepsie, NY

Provided technical review for the The Dutchess County Justice & Transition Center. A 297,000 sq. ft., 569 bed jail facility and included a 56,000 sq. ft. Law Enforcement Center. The entire site features expanded on-site parking and significant green space to enhance the streetscape view based on public input at community meetings.





MARK E. KUKUVKA

Principal-in-Charge

Criminal Studio Justice Manager

Mark has over 40 years of experience specializing in the programming, design, and project management of county projects and criminal justice facilities. Serving as project manager, Mark serves as client liaison and oversees quality control and completion of key design elements.

AIA

Registered Architect: New York

EDUCATION

University of Cincinnati: BArch, Architecture

ORGANIZATIONS

AIA: Committee on Architecture for Justice

American Jail Association

Construction Specifications Institute

OFFICE LOCATION

Rochester, NY

Cattaraugus County: Jail Renovations—Little Valley, NY

Project Manager for renovations extending jail capacity for another 5 to 8 years.

Dutchess County: Law Enforcement Center—Poughkeepsie, NY

Client Manager for the Law Enforcement Center overseeing the complex design and construction efforts with a multidiscipline design team and specialty consultants. This project was an adaptive reuse of an existing manufacturing building converted into the County Sheriff's offices located adjacent to the Dutchess County Jail. The Building consists of 57,000 sq. ft. of space located on two levels which include the Civil division, Pistol & Records, Road Patrol, Evidence, Detectives, Training and lockers with the Sheriff's Administration suite on the second level. The building was completed in 2019.

Onondaga County: Jamesville Correctional Facility—Jamesville, NY

Project Manager for a renovation and expansion that included a new dorm unit.

Monroe County: Jail Expansion—Rochester, NY

Client Manager for a \$53 million, 220,000 sq. ft. 400 cell jail expansion.

City of Saratoga Springs: Public Safety Building—Saratoga Springs, NY

Public Safety Consultant for a feasibility study to determine the ideal size and use program for the new facility. Project Manager during the design of the resulting 27,000 sq. ft. facility.

Broome County: Jail and Public Safety Building—Binghamton, NY

Project Manager for a new \$35 million, 225,000 sq. ft. 400 cell facility.

Monroe County: Master Plan—Rochester, NY

Sr. Project Manager for the master plan and study of Sheriff's Headquarters and entire Jail and Correctional System.

Monroe County: Children's Detention Center at RPC—Rush, NY

Project Manager for an emergency project to design a renovation project for 20 juvenile detention children at a former state owned juvenile facility. Project was ready for occupancy within (3) months.

Sullivan County: Jail—Monticello, NY

Project Manager for population analysis, program needs assessment, and site selection for a 300-400 bed jail and public safety building. Total project cost of \$75 million.



Herkimer County: Correctional Facility & Public Safety Building—Herkimer, NY

Client Manager for a new, 180,000 sq. ft., 130 cell facility. The project consists a new sheriff's administration, an emergency management office, and space for training.

Monroe County: Jail Mainframe Reconstruction — Rochester, NY

Project Manager for existing jail facilities and infrastructure improvements master plans, population trends, existing and pending regulations, and program needs of the MCSO to evaluate and recommend replacement of existing jail facilities that have met the end of their useful life both from a physical and programmatic perspective.

Cayuga County: Jail Addition—Auburn, NY

Client Manager for a \$12.8 million, 62,000 sq. ft. jail addition.

Chautauqua County: Jail Expansion—Mayville, NY

Client Manager for a \$14.5 million, 64,800 sq. ft. jail expansion.

Clinton County: Master Plan Facility Assessment—Plattsburgh, NY

Project Manager & Architect for a \$5.4 million assessment of 14 County buildings.

Chenango County: Correctional Facility and Public Safety Building—Norwich, NY

Client Manager for a new \$26 million, 127,700 sq. ft., 129 bed facility.

Delaware County: Correctional Facility and Public Safety Building—Delhi, NY

Client Manager for a new \$23.5 million, 110,000 sq. ft., 100 bed facility.

Suffolk County: Jail Replacement Facility—Yaphank, NY

Correctional Consultant for a \$280 million, 800,000 sq. ft. jail providing 1,200 cells.

Steuben County: Jail and Public Safety Building—Bath, NY

Project Manager for a new \$11.5 million, 100,000 sq. ft. 150 bed facility.

Steuben County: Jail Pod Addition—Bath, NY

Project Manager for a 53,300 sq. ft. 96 cell addition and renovation.

Franklin County: Jail and Public Safety Building—Malone, NY

Project Manager for a new \$7 million, 40,420 sq. ft. 85 bed facility.

Orleans County: Jail Renovations—Albion, NY

Project Manager & Architect for renovations extending usefulness of the jail another 5 to 8 years.

Tioga County: Jail and Public Safety Building—Owego, NY

Project Manager for a new \$8.7 million, 73,000 sq. ft. facility.

Warren County: Correctional Facility and Public Safety Building—Lake George, NY

Client Manager for a new \$27 million, 128,400 sq. ft., 154 bed facility.

Wyoming County: Jail and Public Safety Building—Warsaw, NY

Project Manager & Architect for a new \$7.3 million, 50,000 sq. ft. 52 bed facility.

Schoharie County: Jail and Public Safety Building—Schoharie, NY

Project Manager for a new \$7.7 million, 80,000 sq. ft. 80 bed facility.

Greece Police Department: New Police Headquarters Building and Courthouse Addition—Greece, NY

Client Manager for the design of a new two-story 28,000 sq. ft. police headquarters building and 1,000 sq. ft. sally port addition to an existing courthouse building for the Town of Greece, NY Police Department. Work included the development of new offices for the Greece Police Administration and Criminal Investigation Department, staff support space, roll call, locker rooms, sally port and booking area with holding cells, high density storage space, evidence/property storage, evidence processing area, evidence garage, quartermaster, and armory.

Monroe County: Crime Laboratory—Rochester, NY

Project Manager for a new \$19 million, four-story, 45,000 sq. ft. crime laboratory.

Allegany County: Facilities Master Plan Study—Belmont, NY

Principal in Charge for study that included existing and future physical space needs of all County administrative agencies, jail cell space, and court system.

Tompkins County: Master Plan Update—Ithaca, NY

Client Manager and Senior Architect responsible for coordinating all involved disciplines, facilitating owner design and program meetings, and providing County Courthouse and County Office Building design expertise and advice. Oversaw, reviewed, and assisted in writing the final report and documentation delivered to Tompkins County.



JAMES KELLEY

Project Architect

Jim has over 30 years of experience as an architect working on a variety of commercial, educational, and institutional projects. His background includes extensive experience in pre-design, programming, project administration, preparing construction documents, construction procurement, construction observation, and construction administration.

AIA

Registered Architect: NY, PA

EDUCATION

Louisiana State University: BArch

ORGANIZATIONS

American Institute of Architects

National Council of Architectural
Registration Boards

OFFICE LOCATION

Rochester, NY

Monroe County: Jail Mainframe Reconstruction—Rochester, NY

Project Architect for a 3-bank
traction, \$1.5 million budget,
elevator rehabilitation project.

Monroe County: Jail Mainframe Reconstruction—Rochester, NY

Sr. Project Architect on the
renovation Master Plan for
the Monroe County Jail
Infrastructure to upgrade the
buildings mechanical/electrical
infrastructure and envelop
improvements, to bring into
compliance with the needs
of the occupants, under the
Building Code of New York State.
In addition to the evaluation of
the existing jail infrastructure,
potential addition configurations
and renovations were evaluated
to provide operational flexibility,
staffing efficiency, and safety
improvements for staff and
inmates.

Orleans County: Emergency Management Office Building— Albion, NY

Project Architect for new 17,000
sq. ft. county wide emergency
management building including
911 backup facility, training rooms,
emergency communications, and
garage for county emergency
vehicles.

City of Oswego: New Police Station—Oswego NY

Project Architect for a schematic
study for a new police station of
approximately 33,000 sq. ft. size.

City of Gadsden: Police Department Study—Gadsden AL

Project Architect for a schematic
study for a new police station,
lockup, and emergency
management office of
approximately 65,000 sq. ft size.

Stueben County: Public Works & Civil Defense Projects—Bath, NY

Project Architect on the campus
space efficiency study to guide
the County in meeting the current
and future space needs of select
Steuben County departments
and the Steuben County Courts
located within five existing
County buildings including: the
County Office Building, historic
Courthouse Building, Surrogate
Building, Balcom House, and the
recent constructed County Annex
Building.

Town of Malta: Feasibility Study for a New Town Court Building— Malta NY

Project Architect for feasibility
study and concept design phase
services for a new Town Court
building. Preliminary review of
existing facilities and operational
needs of Court and drafted
concept design.



ANNE WEIS

Interior Designer

Anne has over 19 years of experience in the design of healthcare, assisted living, K-12 education, and municipal environments. Anne is a detail-oriented person that strives to craft interiors that are ecologically and socially responsible. She has a knack for creating unique, high-impact design solutions that emphasize the goals and character of her clients' organizations.

CID

New York State Certified Interior Designer

EDUCATION

Rochester Institute of Technology: B.F.A. Interior Design

CERTIFICATION / REGISTRATION

National Council for Interior Design Qualification (NCIDQ) Certified

ORGANIZATION

International Interior Design Association

AWARDS

RBJ Real Estate and Construction Awards, 2023

OFFICE LOCATION

Rochester, NY

Dutchess County, NY: Justice and Transition Center—Poughkeepsie, NY

Interior Designer for the Justice Transition Center, which included the development of facility housing with seven housing pod units and one medical unit. The facility provides sufficient and dedicated housing units for separation of special risk/need inmates from the general population. The total count for the new proposed male housing pods will be a maximum of 60 inmates; the women's unit is a maximum of 48 inmates expandable to 60 through double bunking if required in the future. For future population growth and handicap requirements, 70 square foot cells and 100 square foot cells were provided as required.

Sullivan County, NY: Jail and Public Safety Building—Monticello, NY

Interior Designer for a completed \$62 million facility in Sullivan County. The new facility was designed with flexibility in mind to support fluctuations in inmate housing. Additionally, support services such as laundry, medical, and maintenance were all designed with the ability to grow in the future as needs dictate.

Dutchess County, NY: Law Enforcement Center—Poughkeepsie, NY

Interior Designer for the \$3.4 million improvements and upgrades to the center's security systems to comply with the commission of corrections requirements.

Schoharie County, NY: Jail and Public Safety Facility—Schoharie NY

Interior Designer for a replacement facility for an existing facility that was destroyed by Hurricane Irene. The 58,000 sq. ft. facility consists of a new sheriff's administration office, road patrol, a criminal investigations unit, and civil and evidence divisions.

Madison County, NY: Wayfinding Improvements—Wampsville, NY

The project included the development of a wayfinding and signage strategy to solve navigational challenges at the Wampsville campus site. With the goal of assisting the public in efficiently navigating the campus, the project included designing identification, directional, informational, and regulatory signage for the exterior site as well as the interior of five County buildings.



CASEY BERNHARD

Mechanical Discipline Leader

Casey has 30+ years of experience in mechanical, energy and environmental design for buildings and facilities. His experience has applied to projects in state agencies, higher education, K-12, institutional, municipal city/county or government, commercial, criminal justice, industrial applications, and healthcare. Project types include HVAC and plumbing system design, energy study services, master planning, commissioning and green building design. Casey's responsibilities have included project management, mechanical design, contract document preparation, energy analysis, facility evaluations, specification writing, cost estimating, and construction administration.

PE

Professional Engineer
NY, VA, GA, ME, NC, OH, TX, CO,
CT

EDUCATION

**Cornell University: MEng in
Mechanical Engineering**

**Union College: B.S. in
Mechanical Engineering**

CERTIFICATIONS/ REGISTRATIONS

**LEED Accredited Professional,
U.S. Green Building Council**

ORGANIZATIONS

**American Society of Heating,
Refrigeration and Air
Conditioning Engineering -
Member**

**American Society of Mechanical
Engineers-Associate Member**

OFFICE LOCATION

Rochester, NY

Herkimer County, NY:

Correctional Facility & Public Safety Building—Herkimer, NY

Technical Advisor for the design of a new correctional facility and public safety facility with a capacity of 130 cells and equaling 92,928 sq. ft.. Provided design oversight for the complete air, smoke control, and hydronic distribution systems and equipment for full mechanical cooling and heating of the occupied areas of the building. Exhaust air systems for the toilet rooms, janitor's closet, data closets, and main electrical room. Provided oversight for the design of the heating for the vestibules, loading dock, stairwells, and vehicle sallyport as well as cooling/dehumidification/humidification for the server/master control rooms.

Monroe County , NY: Correctional Facility—Rochester, NY

Senior Mechanical Engineer for a feasibility study to evaluate the condition of the mechanical infrastructure, analyze energy consumption of existing chiller plant. Provided chiller plant modification options, and quantify the associated energy consumption. The facility houses 450 inmates and has a total

floor area of approximately 65,000 sq. ft.. A report was completed for the County's use in developing a master plan for the implementation of the recommendations.

Sullivan County, NY: Jail and Public Safety Building, HVAC Design and Energy Efficiency Study—Monticello, NY

Mechanical Project Manager for a study of potential HVAC systems at the Sullivan County Jail and PSB. Modeled the proposed building and compared several HVAC system options, including geothermal heat pumps, radiant floor, air handling units, and rooftop units. Made recommendations about potential photovoltaic and solar thermal systems, including annual energy savings and installed costs.

Dutchess County, NY: Law Enforcement Center— Poughkeepsie, NY

Technical Advisor for the new 55,800 gsf law enforcement center which will consist of a public lobby, civil division, records division, pistol permit bureau, private offices, communications and dispatch, detectives offices, evidence process/storage and staff support areas, and a road patrol division.



JEFFREY M. DAVIS

Mechanical Team Leader

Jeff is a Senior Mechanical Engineer with over 25 years of experience in building energy audits and upgrades, mechanical systems design and retro-commissioning services. He specializes in the design of HVAC, plumbing and fire sprinkler systems for a variety of facility types. Jeff's responsibilities include integration between design team and project management team as well as performing QA/QC reviews of mechanical designs.

PE

Professional Engineer
NY, OH

EDUCATION

Rochester Institute of
Technology: B.S.; Mechanical
Engineering

ORGANIZATIONS

NCEES Record

American Society of Heating,
Refrigerating and Air-
Conditioning Engineers

American Society of Plumbing
Engineers (ASPE)

CERTIFICATIONS

ASSE 6060 Medical Gas Systems
Designer

OFFICE LOCATION

Rochester, NY

Sullivan County, NY: Jail and County Sheriff's Facility— Monticello, NY

Sr. Mechanical Engineer for the new County Jail with provisions to future expansion for two (2) additional housing as a Sheriff's Administration and Road Patrol to be included as part of a Bid Alternate to the project. Design will include VAV rooftop units with a central heating and cooling plant that includes two (2) high efficient air cooled chillers with space for a third chiller as well as four (4) high efficient boilers for the generation of heating hot water. Smoke control system will be provided which is automatically activated in the event of a fire.

Dutchess County, NY: Justice and Transition Center— Poughkeepsie, NY

Sr. Mechanical Engineer for the new, 297,950 gsf 569 bed jail facility which will consist of public lobby and contact visitation areas, jail administration, central control and custody administration, staff support areas (lockers and training), vehicular sallyport, intake, secure transport, and release areas, housing units, entry housing and programs for male and female, medical clinic, and medical/acute mental health unit, food service areas including

a large commercial kitchen, laundry areas, building support, and hearing rooms.

Herkimer County, NY: Correctional Facility & Public Safety Building—Herkimer, NY

Lead Mechanical Engineer for the design of a new correctional facility and public safety facility with a capacity of 130 cells and equaling 92,928 sq. ft. Provided design for the complete air, smoke control, and hydronic distribution systems and equipment for full mechanical cooling and heating of the occupied areas of the building. Exhaust air systems for the toilet rooms, janitor's closet, data closets, and main electrical room. Provided heating for the vestibules, loading dock, stairwells, and vehicle sallyport as well as cooling/dehumidification/humidification for the server/master control rooms. A large commercial kitchen was also designed.

Schoharie County, NY: Jail & Public Safety Building— Schoharie, NY

Lead Mechanical Engineer for the \$7.7 M, 180,00 sq. ft., 80 bed facility. Project consists of a new sheriff's administration, an emergency management office, a large commercial kitchen, and space for training.



DOUG BREESE

Mechanical Engineer

Doug is a Mechanical Engineer with over 24 years experience working with clients in the higher education, K-12, state agency, federal and industrial markets. His experience includes HVAC design, energy modeling and management including alternative energy design as well as net-zero energy solutions, and Building Information Modeling. Doug is well-versed in both original and newly refined LEED standards for sustainable design projects.

EDUCATION

Rochester Institute of Technology: B.S., Mechanical Engineering Technology

Finger Lakes Community College: A.A.S., Mechanical Technology

ORGANIZATION

U.S. Green Building Council (USGBC)

American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE-Twin Tiers)
President- 9/15-6/16
President (Elect)- 9/14-6/15
Vice President- 9/13-6/14
Treasure- 9/12-6/13
Secretary- 9/11-6/12

OFFICE LOCATION

Rochester, NY

Dutchess County, NY: Justice Transition Center—Poughkeepsie, NY

Mechanical Designer for the design of a new justice transition center with a capacity for 400 beds and equaling 163,403 sq. ft. Provided design for the complete air, smoke control, and hydronic distribution systems and equipment for full mechanical cooling and heating of the occupied areas of the building. Exhaust air systems for the toilet rooms, janitor's closet, data closets, and main electrical room. Provided heating for the vestibules, loading dock, stairwells, and vehicle sallyport as well as cooling/dehumidification/humidification for the server/master control rooms.

Herkimer County, NY: Correctional Facility & Public Safety Building—Herkimer, NY

Mechanical Designer for the design of a new correctional facility and public safety facility with a capacity of 130 cells and equaling 92,928 sq. ft.. Provided design for the complete air, smoke control, and hydronic distribution systems and equipment for full mechanical cooling and heating of the occupied areas of the building. Exhaust air systems for the toilet rooms, janitor's closet, data closets, and main electrical room. Provided heating

for the vestibules, loading dock, stairwells, and vehicle sallyport as well as cooling/dehumidification/humidification for the server/master control rooms.

Dutchess County, NY: Jail Study 1995 Building—Poughkeepsie, NY

Study for renovation of their 55,000 sq. ft. 1995 building and add an Arraignment Court Room. Mechanical Engineer for planning and needs assessment study for the Dutchess County 1995 Jail/Administration building and construction of new Arraignment Court. Reviewed existing mechanical systems and identified areas needed for improvement.

Schoharie County, NY: Public Safety Building—Schoharie, NY

Mechanical Designer for the design of a new correctional facility and public safety facility with a capacity of 66 cells and equaling 66,114 sq. ft. Provided design for the complete air, smoke control, and hydronic distribution systems and equipment for full mechanical cooling and heating of the occupied areas of the building. Exhaust air systems for the toilet rooms, janitor's closet, data closets, and main electrical room. Provided heating for the vestibules, loading dock, stairwells, and vehicle sallyport as well as cooling/dehumidification/humidification for the server/master control rooms.



NICK HARKOLA

Sr. Security Engineer

Nick is an Electrical Engineer with over 17 years experience with design, estimation, specification and construction support for a broad range of projects. His responsibilities include design of building and site lighting, integrated audio-video systems, fire alarm systems, electronic security, communications, and power distribution.

PE

Professional Engineer
New York

EDUCATION

SUNY University of Buffalo: B.S.,
Electrical Engineering

OFFICE LOCATION

Rochester, NY

Herkimer County, NY:

Correctional Facility & Public Safety Building—Herkimer, NY

Lead Electrical Engineer for the design of a new correctional facility and public safety facility with a capacity of 130 cells and equaling 92,928 sf. Designed 1600A 480/277V services with 480/277V and 208/102V distribution and branch circuiting, LED light fixtures, relay based lighting controls, addressable fire alarm, integrated security control systems, tel/data, amplified TV antenna, WIFI, CCTV systems, and emergency generator.

Schoharie County, NY: Jail & Public Safety Building—Schoharie, NY

Lead Electrical Engineer for the \$7.7 M, 180,00 sq. ft., 80 bed facility. Project consists of a new sheriff's administration, an emergency management office, and space for training. Designed all interior and exterior lighting systems, fire alarms, generators, security and control systems, connections for mechanical equipment,

Dutchess County, NY: Justice and Transition Center—Poughkeepsie, NY

Lead Electrical Engineer for the new, 297,950 gsf, 569 bed jail facility which will consist of public lobby and contact visitation areas, jail administration, central control

and custody administration, staff support areas (lockers and training), vehicular sallyport, intake, secure transport, and release areas, housing units, entry housing and programs for male and female, medical clinic, and medical/acute mental health unit, food service areas, laundry areas, building support, and hearing rooms. Designed all interior and exterior lighting systems, fire alarms, generators, security and control systems, connections for mechanical equipment,

Sullivan County, NY: New Jail—Monticello, NY

Lead Electrical Engineer for the \$75 M, 134,000 sf, 256 bed new facility. Jail includes six housing pods, jail support and administration space. Designed all interior and exterior lighting systems, fire alarms, generators, security and control systems, connections for mechanical equipment,

NYSOGS: Orleans Correctional Facility 46245 Provide Facility-Wide CCTV/Audio Monitoring System & Civilian Personal Alarm System—Albion, NY

Sr. Security Designer for facility-wide CCTV, Audio Recording, and Civilian Personal Alarms (CPAS) systems. Project includes over 1,900 cameras and 1,000 microphones.



ROBERT A. MARSHALL

Senior Electrical Engineer

Rob is an Electrical Engineer with over 16 years of experience in design, specification, estimation and construction support for a broad range of projects. His responsibilities include design of lighting, fire alarm systems, communications, and power distribution systems in a variety of educational, commercial, industrial, healthcare, residential and institutional facilities.

PE, WELL AP

Professional Engineer

NY, NJ, NC, CT, MA, MD, PA, VA

WELL Accredited Professional

EDUCATION

Messiah University: B.S.
in Engineering, Electrical
Concentration

OFFICE LOCATION

Rochester, NY

Niagara County, NY: New Jail Pods & Renovations—Lockport, NY

Sr. Electrical Engineer for five additions at the Niagara County Jail totaling more than 93,000 sq. ft. of new space. The project consists of a 2-story housing addition with 224 new cells, an enclosed vehicle sally port, a jail staff support addition, a laundry addition, and a maintenance addition.

St Lawrence County, NY: Courthouse Renovations— Canton, NY

Senior Electrical Engineer for approximately 7000 sq. ft. of space to create a new family court room and probation department. Electrical scope includes new lighting, court A/V system, power, CCTV and access control.

Ontario County, NY: 3010 County Complex Renovation— Canandaigua, NY*

Lead Electrical Engineer and Project Manager for the complete renovation of an existing 70,000 sq. ft., two store office building. The building is utilized by the County's social service, probation, child services and mental health groups. The renovation included updating all work areas, providing better separation between the public and staff work areas. The design included replacing of all MEP systems including new interior and exterior lighting, fire alarm, power distribution and telecommunication systems.

Telecommunication systems including pathways, cabling, data racks and grounding and bonding.

Ontario County, NY: Jail Chiller Replacement—Canandaigua, NY*

Lead Electrical Engineer and Project Manager for the replacement of water-cooled chiller and cooling tower system with a new air-cooled chillers and dry coolers for free cooling during the winter months. Phasing of the installation of the new system was critical since to maintain operations in the Jail.

Monroe County, NY: Public Safety Building, 2nd and 3rd Floor Renovations—Rochester, NY*

Lead Electrical Engineer for the renovation of the 2nd and 3rd floors areas to include new offices, sheriff training areas, new inmate day room and modifications to two other day rooms. The design included new lighting, fire alarm, telecommunications, integration lighting control and access control with the existing jail security system.

City of Auburn, NY: Court Expansion—Auburn, NY*

Lead Electrical Engineer for the renovation and expansion of the Auburn City Court including new lighting, mechanical equipment connections, expansion of the network based security, fire alarm, telecommunication systems and power and pathways for new court room audio visual system.

**Completed under previous employment*

ALAN RICHARDSON | Justice Planning Expert

Alan Richardson has more than 35 years of experience in the correctional field. Mr. Richardson's experience in operations, planning, training, consulting, and communications enables him to lead local and state corrections projects on needs assessments, programming, staffing analysis and training.

Mr. Richardson began his corrections career as a Correctional Officer in the Lexington County Detention Center in South Carolina. He then advanced from this position to become the Jail Administrator and eventually the Commander of the Detention Bureau.

At the National Institute of Corrections Mr. Richardson worked as a correctional program specialist where he developed numerous programs for local correctional agencies. He also managed the development of several publications, including the *Staffing Analysis Workbook for Jails, Second Edition*.

In the last 5 years alone, Alan has led more than 25 criminal justice planning and master planning projects involving extensive offender population and bedspace projections and programming for extensive renovation efforts and planning of new facilities. Projects include municipal agencies, county governments, tribal nations, and state-wide studies. Notable projects include the borough-based replacement jails in New York City and preliminary planning in Harris County, Texas.

Mr. Richardson's hands on experience with day-to-day operations enable him to evaluate projects in terms of efficiency and effectiveness. His training background and experience enables him to assist clients in planning, procurement, and implementation of comprehensive development plans for new facilities.

Title: President of Justice Planners

Education: Bachelor of Science, Business Administration, University of South Carolina

Certifications: Certified Correctional Health Professional

Professional Affiliations: American Jail Association, American Correctional Association, South Carolina Jail Administrators' Association, National Commission on Correctional Health Care

Current

Justice Planners, LLC – President / Project Manager / Consultant

Provides consulting services to local, state, and federal justice entities for new facility planning, operational assessments, staffing analyses, expert witness, policy and procedure review, and staff training.

SNAPSHOT EXPERIENCE

Local Detention Projects

40+ Projects

Justice and Public Safety

8+ Projects

Corrections

20+ Projects

Training

20+ Training Programs

RELEVANT PROJECT EXPERIENCE

Adams County, Colorado – jail master plan

Anoka County, Minnesota – jail master plan & new jail programming

Aroostook County, Maine – jail needs assessment

Beltrami County, Minnesota – jail needs assessment

Chautauqua County, New York – jail master plan & new jail programming

Cherokee Nation, Oklahoma – detention center needs assessment and master plan

Harris County, Texas – system-wide population projections & jail intake center program

Lancaster County, South Carolina – needs assessment & new jail programming

Monroe County, New York – jail master plan & renovated jail programming

New York, New York - borough based jails program management

Pitkin County, Colorado – new detention center programming

Santa Barbara County, California – detention center staffing analysis

Yellowstone County, Montana – jail master plan



WILLIAM “BILL” GERRISH, PE, PLS

Senior Project Manager



Bill Gerrish joined Sebago Technics in 2025 and has more than 35 years of civil engineering and project management experience throughout Maine and beyond. He has worked for local, regional and national firms and operated his own company for a number of years. In addition to his civil design experience (roadways, site design, permitting, construction management), he has extensive airport engineering experience. He is licensed as both a professional engineer and professional land surveyor. A graduate of the University of Maine, Bill brings comprehensive expertise in stormwater management, environmental permitting, and construction administration to every project, with a proven track record of leading successful teams and delivering high-quality results.

EXPERIENCE



Hancock County Courthouse – Ellsworth, Maine: Currently leading the civil engineering design and multi-agency permitting for new courthouse facility on 17.9-acre site, managing complex approvals through City Planning Board, Maine DEP, Army Corps, and Maine DOT to deliver fully permitted construction-ready design.

***Waldo County Courthouse – Belfast, ME:** Provided boundary and topographic surveying, site and parking lot design, drainage and utilities design, and state and local permitting for new courthouse facility.

***Home2 Suites Hotel – Ellsworth, ME:** Provided site and parking lot design, drainage and utilities design, state and local permitting, and construction administration services for a new 83-room hotel facility.

***Veterans Administration (VA) Outpatient Clinic, Joint Base Cape Cod – Bourne, MA:** Provided site and parking lot design, storm drainage design, water and sewer design, and federal and state permitting for a new 17,000 square-foot hospital facility.

***Hollis Town Hall – Hollis, ME:** Provided surveying, site and parking lot design, drainage and utilities design, federal and state permitting, and construction administration services for a new 10,000 square-foot Town Hall facility.

***Constellation Estates – Falmouth, ME:** Provided boundary and topographic surveying, roadway design, drainage and utilities design, and state and local permitting for a new condominium development.

***ABM Mechanical – Westbrook/Portland, ME:** Provided boundary and topographic surveying, site and parking lot design, drainage and utilities design, and state and local permitting for a new 8,000 square-foot warehouse facility located on the Portland-Westbrook municipal boundary.

***Coastal Estates and Coastal Storage – Hancock, ME:** Provided site design, roadway design, water and sewer design, drainage design, Site Location permitting, and construction administration services for new 112-lot, condo style, manufactured housing development and 180-unit self-storage facility.

***Big Rock Ski Area – Mars Hill, ME:** Provided surveying, design, Site Location permitting, and construction administration for site and parking lot improvements, new trails, lifts, snowmaking, and lighting facilities.

***Littleton Subdivision/Aroostook Band of MicMacs – Littleton, ME:** Provided surveying, design, and Site Location permitting for new residential subdivision.

**Prior to employment at Sebago Technics*

EDUCATION



University of Maine, Orono, Maine
Associate of Science,
Civil Engineering Technology, 1987

REGISTRATIONS

Professional Engineer:
#8830, State of Maine
#L4014, Province of New Brunswick

Professional Land Surveyor #2023,
State of Maine



OWENS A. MCCULLOUGH, PE, LEED-AP

Senior Vice President of Strategy & Client Development
Principal-in-Charge



Owens McCullough joined Sebago Technics in 1987 and is the Senior Vice President of Strategy and Client Development. His experience includes a broad range of civil engineering projects for both public and private clients including the related disciplines of surveying and landscape architecture. Owens oversees the project's progress and monitors budgets, schedules, and client satisfaction.

Owens works with municipal clients on public works projects, which include engineering review services, inspections, land planning, site and civil design, solid waste transfer and disposal, street reconstruction, utility system designs, airport engineering, SLODA/NRPA Permitting, site plan reviews, design-build projects, stormwater management/erosion control, construction specifications and regulatory agency applications.

Owens also provides technical design and project management on private sector projects to include small- and large-scale retail, municipal, commercial, and industrial projects. These projects involve grading/drainage and utility design, public presentations and regulatory permitting. The extent and diversity of projects that he has been involved with has provided him with a well-balanced technical and working knowledge within the municipal and private sectors.

EXPERIENCE



- **Maine Correctional Center – Windham, ME:** Project Manager and lead site/civil designer for the redevelopment of the Maine Correctional Center in Windham. Redevelopment of the campus included the complete modernization of the facility. Work included new dormitories, and medical, vocational, and fitness facilities. Exterior improvements include a central promenade to facilitate movement between buildings, a softball field, exercise yards, and stormwater treatment BMPs.
- **Maine Department of Corrections – Machiasport, ME:** Project Manager for the Machiasport Facility including a new engineered onsite sewer disposal system with advanced treatment
- **Kennebec Water District – Waterville, ME:** Project Manager for the design-build project for new water district operations facility from programming through construction completion. Managed multi-agency permitting (City of Waterville, Maine DEP, US Army Corps). Successfully delivered complex facility with geothermal technology on schedule within 4-year timeline.
- **Kennebunk Public Works Facility – Kennebunk, ME:** Contributed to the development of a \$13 million state-of-the-art municipal operations center featuring a new public works building, converted vehicle storage facilities, and strategic site improvements that enhanced operational capabilities and traffic circulation from 2019 through anticipated 2026 completion.
- **Casco/Naples Bulky Waste and Transfer Station Site Improvements – Casco, ME:** Managed site improvements at a municipal transfer station to address traffic congestion through extended drive aisles and replacement of aging concrete retaining walls and structural pads.
- **City of South Portland, ME:** Facilities and feasibility planning for Central Fire and Police Stations and Municipal Administration Facilities. Planning, design and construction administration for the South Portland Cash Corner Fire Station Replacement Project.
- **Town of Orono, ME:** Led the planning, design and construction of a new Public Works Facility. Led the feasibility study, evaluations, and programming for the existing public safety building.
- **Municipal Services Facilities:** Led the planning, design, bidding, and construction for a new municipal services facility for the Cities of South Portland and Westbrook.
- **Town of Gorham Maine School Department:** Provided Planning and Design Services for Modular Expansion, New Dining and Kitchen Addition at the Narragansett School. Provided supporting planning for CIP improvements.
- **Managed a General Services Contract for the Portland International Jetport:** (1996–2007 and 2014–2024). Led the planning and design for a major interior renovation project for passenger gates, escalator/elevator and vertical circulation project.
- **Baxter Boulevard North Storage Conduit Storage Project – Portland, ME:** Lead design team and environmental investigations for a 2 million gallon CSO storage project.
- **Landfill Closings** for the Towns of Raymond, Fryeburg, Gorham, Naples, Winterport and City of Portland, ME.
- **Bigelow Laboratory of Ocean Sciences - Boothbay, ME:** Lead designer for an engineered onsite advanced treatment sewer disposal system.
- **Maine Turnpike Authority York Toll Plaza:** Led the environmental investigation and secured the Maine NRPA and USACOE Individual Permits.
- **Portland Air Freight (PAF):** Served as an expert witness for PAF during litigation and subsequently prepared corrective design plan with construction administration for a Freight Terminal Facility.
- **Back Cove South Storage CSO Facility – Portland, ME:** Project Manager for alternative planning and preparation of a Business Case Evaluation.

EDUCATION



University of Colorado, Denver, CO
B.S., Civil Engineering, 1987

REGISTRATIONS

Professional Engineer: Maine #7122
LEED Accredited Professional

MEMBERSHIPS

ACEC Maine – Board of Directors
President (2016-2017)
National Director 2018-2019

Rotary International

American Society of Civil Engineers

Former – Town of Gorham, Maine, Appeals
Board, Member and Chairman

Former - Town of Limington, Maine,
Planning Board, Member and Chairman

MEREDA Public Policy Committee

CERTIFICATIONS

Maine DOT Local Project Administration
Recertification, 2023

LEED Accredited Professional



BRANDON J. BLAKE

Senior Civil Engineer / Project Delivery Engineering & Design Manager



Brandon Blake joined Sebago Technics in 2015 and serves as Senior Civil Engineer with nearly two decades of experience in civil/site design, including stormwater site design, survey, CADD, stormwater BMP inspection, and construction inspection experience.

In his role as Project Delivery Engineering & Design Manager, Brandon is responsible for the training and development of team members, the QA&QC process, and the advancement of design assignments through our teams. As a talented and creative engineer, Brandon continues to serve as the lead engineer on special projects, shaping challenging sites and developing creative solutions for clients.

EXPERIENCE



Maine Correctional Center – Windham, ME: Senior Civil Engineer/Designer: Led the design team's effort for the redevelopment of the Maine Correctional Center in Windham, Maine. Redevelopment of the campus included the complete modernization of the facility. Work included new dormitories, and medical, vocational, and fitness facilities. Exterior improvements include a central promenade to facilitate movement between buildings, a softball field, exercise yards, and stormwater treatment BMPs.

Maine Department of Corrections – Machiasport, ME: Senior Civil Engineer provided site and civil design services for the 48-inmate re-entry facility, including grading, utility design, and stormwater treatment systems. Completed the design of a new onsite advanced sanitary sewer treatment system.

Hancock Judicial Center – Ellsworth, ME: Senior Civil Engineer and QA/QC for new courthouse facility on 17.9-acre site, managing complex approvals through City Planning Board, Maine DEP, Army Corps, and Maine DOT to deliver fully permitted construction-ready design.

109 Capitol Street DHHS & MePERS Office Buildings Complex – Augusta, ME: Lead design engineer for grading, utilities, and drainage design in the development of 125,000 square feet of office space supported by over 500 parking spaces on a 10 acre site with a grade change of 70 vertical feet. Designed an underground drainage chamber system to mitigate post-development runoff conditions while preserving valuable area for surface parking uses.

Brunswick Landing Warehouse/Distribution Facility – Brunswick, ME:

Lead Civil Engineer for a 54,000 square foot warehouse and distribution facility. The design included a four bay loading dock area and a drive through bay to accommodate delivery vehicle operations. Civil engineer work encompassed site plan development, stormwater management design, challenging grading conditions, utility coordination, and securing approvals from the Town and Maine DEP. The project required complex zoning overlays and natural resource protection requirements on the +9 acre site adjacent to the Brunswick Executive Airport.

Brunswick and Topsham Water District (BTWD) – Topsham, ME: Managed the civil engineering design and completed QA/QC for a new 43,000 s.f. administration, operations, and filtration plant.

Hermon Warehouse/Distribution Facility – Hermon, ME: Lead Civil Engineer for a 60,000 square foot warehouse and distribution facility with associated site access, parking, loading docks, and trailer parking. Scope included site plan development of a 44-acre parcel, stormwater management design, utility coordination, environmental assessment, and Town/Maine DEP permitting. The design also considered traffic patterns to ensure efficient vehicular flow.

EDUCATION



University of Maine, Orono, ME
Bachelor of Science, Civil Engineering
2009

Southern Maine Technical College
South Portland, ME
Applied Associates of Science in
Technical Graphics

CERTIFICATIONS

Certification Maintenance and
Inspection of Stormwater Best
Management Practices #090

10-Hour OSHA Construction



GRIFFIN R. STEINMAN, EI

Traffic Engineer



Griffin Steinman joined Sebago Technics in 2022 as a Traffic Engineer within the Transportation Team. In this position, he conducts traffic studies and permitting for site development projects. He also provides support to our traffic signal design and operations practice. A Maine native, Griffin graduated from the University of Maine with a degree in Civil Engineering. He served in transportation intern roles with both the Maine Department of Transportation and City of Portland. In these roles, he gained experience in highway/bridge construction, parking inventory/demand, traffic counts and bike/ped planning. Since graduation, Griffin has worked as a Project Engineer/Estimator with a regional traffic signal equipment/services provider. In this role, he has gained technical knowledge regarding the design, operations, and installation of traffic signals and signal systems.

EXPERIENCE



186 Main Street – Auburn, Maine: Served as the Lead Engineer to provide traffic engineering permitting services for new infill multi-use development in Downtown Auburn. Worked with the City of Auburn to obtain a traffic movement permit (TMP) for the site as the City has Delegated Review Authority for TMPs from MaineDOT. Analysis included trip generation and assignments, safety analysis, and review of pedestrian infrastructure. Additional planning level efforts were coordinated with the City for long-term downtown improvements as a part of the permitting coordination.

Route 236 Traffic Study – South Berwick, Maine: Project responsibilities included modeling existing conditions and over ten proposed alternatives in Synchro SimTraffic for a major planning study along Route 236/Route 4 (Main Street) in South Berwick. The study focused on improving vehicular and pedestrian mobility along a commuter-heavy corridor that had significant existing capacity constraints.

Route 202 at Route 35 Traffic Signal Improvements – Hollis, Maine: Part of the design team in the creation of a new traffic signal plan, including a span wire layout, advanced signage plan, and strain pole cross-section loadings at the intersection of Route 202 and 35 in Hollis. The project is in conjunction with the MaineDOT to improve intersection safety.

Route 1 Traffic Signal Replacements – Kittery, Maine: Part of the design team including existing conditions modeling and preliminary design efforts for the ongoing MaineDOT projects 25433.00 and 25435.00 that include replacing existing signalized intersections along Route 1 in Kittery.

Rock Row Traffic Permitting and Off-Site Improvements – Westbrook/Portland, Maine: Project responsibilities include traffic impact studies to assess and permit the phased build-out of mixed-use development. Design efforts include the simulation modeling of existing and proposed traffic conditions and the monitoring/optimization of traffic signal timings. Work also included the creation of mast arm cross-section plans for a concept traffic signal design.

385 Congress Street – Portland, Maine: Traffic Impact Study to assess and permit the hotel, residential, and commercial mixed-use development. The study included an alternative analysis of proposed traffic configurations using Synchro/SimTraffic modeling software.

Bath Road Brunswick Apartments – Brunswick, Maine: Creation of traffic signal plan set including traffic signal notes, pavement marking plans, and the traffic signal plan sheets.

EDUCATION



University of Maine - Orono, ME
B.S., Civil Engineering, 2019
Concentration: Transportation
Engineering

CERTIFICATIONS

Engineering Intern #7821

MaineDOT
Local Project Administration
Certification



REBECCA L. GABRYSZEWSKI

Entitlements Manager



Rebecca Gabryszewski joined Sebago Technics in 2016 and serves as Entitlements Manager. Rebecca brings to this role over 30 years of diverse experience, having worked with many different disciplines in the various aspects of permitting, environmental assessments, and site planning. Rebecca has provided regulatory, environmental, and mapping services for projects throughout the Eastern states, Midwest, and New York. She has completed Environmental Assessments (NEPA), Phase I and Phase II Environmental Site Assessments, Monitoring Reports, and Integrated Natural Resource Management Plans for various municipal, State and Federal clients. She is responsible for the training and development of our team members for regulatory processes, creating clear, concise permitting applications, and the advancement of our map-making and graphic communications of our site information.

In addition, Rebecca manages workload coordination for our Natural Resources Team consisting of wetland and soil scientists. With her extensive expertise in navigating complex local, state and federal regulatory frameworks, Rebecca serves as Lead Senior Permitting Specialist, delivering successful project approvals across Maine's diverse regulatory environment.

EXPERIENCE



Municipality/State/Federal Permitting

- **Maine Correctional Center – Windham, ME:** Completed local and State applications for the Maine Correctional Center. Phase 1 Conditional use, site plan, Minor Amendment. Phase 2 Site plan, SLODA, NRPA, ACOE.
- **109 Capitol Street DHHS & MePERS Office Buildings Complex, Augusta, Maine –** Conditional Use and Development Review
- **Hancock Lumber Site Assessment – Augusta, ME:** Completed Site Plan Review application and MDEP permitting application for improvements to the lumberyard facility.
- **Lewiston Fire Station – Lewiston, ME:** Completed Conditional Use and Development Review applications for the City of Lewiston for the construction of a new 9,192 s.f. fire station.
- **Gorham School Department – Gorham, ME:** Completed local Site Plan Review application for the addition of new modular classrooms and cafeteria at the Narragansett School in Gorham.
- **Back Cove South Storage Facility – Portland, ME:** Completed local and State applications for the City of Portland CSO Abatement Project.
- **Whittier Field Bowdoin College – Brunswick, ME –** Major Development Review, DEP Site Location of Development

Environmental Work

- **Commons Phase I ESA – Sanford, ME:** Completed a Phase I ESA of the Sanford Medical Center properties that comprised the Summer Commons site.
- **LPA Marine SPCC Plan – 98 Island Ave, Peaks Island, Portland, ME:** Provided compliance updates and responded to EPA comments to LPA Marine's SPCC plan.
- **193 Main Street Ellsworth Phase I ESA and Air Test – Ellsworth, ME:** Completed a Phase I ESA of the site, coordinated air testing, and provided reporting memo of air test results.
- **1397 Washington Avenue – Portland, ME:** Completed a Phase I ESA of site, coordinated air test, and provided reporting memo of air test results.
- **Precision Manufacturing Phase I ESA – Biddeford, ME:** Completed a Phase I ESA for the former location of Precision Manufacturing in Biddeford.
- **Phase I ESAs for assorted solar projects:** Denmark, Sanford, Baldwin, ME.

VRAP review/respond to DEP comments

- Orono Public Works – Orono, ME.

EDUCATION



University of Connecticut, Storrs, CT
B.A. Geography,
1993

Sacred Heart University, Fairfield, CT
A.S. Office Management Systems,
1988

TRAINING

U.S. Department of Transportation/
Federal Highway Administration NEPA
Training

U.S. Army Corps Wetland Delineation
methods course at the University of
New Hampshire - Durham, NH



BRIAN R. STODDARD, PLS, FPS

Survey Project Manager



Brian Stoddard, PLS is a seasoned Survey Project Manager who joined Sebago Technics in 2021. With extensive expertise in land surveying, he has consistently delivered accurate and detailed survey data for a variety of projects. Brian's proficiency in utilizing advanced surveying technologies, coupled with his exceptional attention to detail, has contributed to the successful execution of numerous complex projects. He is a dedicated professional who consistently demonstrates a commitment to precision, efficiency, and excellence in the field of surveying.

EXPERIENCE



Border Crossing – Fort Fairfield, ME, Aroostook County: Project Manager for the new Legal Port of Entry border crossing facility in Fort Fairfield. Sebago provided boundary and topographic surveying services and coordinated extensively with the General Services Administration (GSA) to meet federal standards and requirements. The project presented unique challenges including coordinating right-of-entry permissions and working within strict regulatory framework.

Armories in Sanford & Westbrook, ME: Brian translated a Site Plan from an assumed coordinate system to the Maine State Plane Coordinate System. He provided control points and vertical benchmarks, ran a closed traverse to locate common features, performed horizontal and vertical adjustments, and delivered survey control points and adjusted CADD files to the contractor for construction layout.

Portland Public Works Building – Hanover St, Portland, ME: Completed an ALTA/NSPS survey for a 1.37AC developed site to verify property boundaries and identify potential encroachments and easements for the old 18,000 s.f.

Public Works Facility and Parking Garage Lot – Portland, ME: Completed an ALTA survey of a parking garage lot situated between for future development. The 0.88 acre lot is situated between Cumberland Avenue, Pearl Street, Myrtle Street and Congress Street with the discontinued section of Chapel Street through the center of the site. The survey identified all site elements, utilities, encroachments, easements and boundary information.

Brunswick and Topsham Water District (BTWD) – Topsham, ME: Survey Project Manager for a new 43,000 s.f. administration, operations, and filtration plant.

Yarmouth Schools – Yarmouth, ME: Surveyor for existing conditions surveys of portions of the Yarmouth High, Middle, and Elementary school facilities under Titcomb Associates (now Sebago Technics). Brian performed survey services as part of a subcontracting arrangement, ensuring accurate field data collection and documentation to support the overall project development and design requirements.

City of Lewiston Landfill – Lewiston, ME: Project Surveyor for a boundary survey of 180+ acres of land surrounding the landfill area. Location of key features and determination of road right of way to divide a lot for the Water Pollution Control Authority.

Exit 45, Maine Turnpike Authority – South Portland, ME: Crew Chief for a long-term monitoring survey on 20+ settlement platforms for the new exit 45 interchange/toll booths. Coordinated with site contractor and exchanged weekly monitoring data.

EDUCATION



University of Maine, Orono, Maine
B.S., Forestry,
Minor: SVT (Surveying Technology)
2006

REGISTRATIONS

Professional Land Surveyor:
Maine #2628

CERTIFICATIONS

National Flood Plain Surveyor

CPR & First Aid
OSHA 10
OSHA HAZWOPER 40

AFFILIATIONS

Eagle Scouts



JACOB L. HANSEN

Geospatial Team Lead



Jacob Hansen joined Sebago Technics in 2020 as a GIS Specialist and was promoted to Geospatial Team Lead in 2022. Jacob brings extensive experience in GIS, field mapping, and geoscientific methods, supported by a robust research background. A skilled cartographer and problem-solver, he leverages GIS to develop innovative solutions for complex challenges and is adept at maintaining and analyzing geospatial data in both desktop and web-based applications. Proficient in scientific analysis, data management, and the operation of specialized equipment and software, Jacob consistently delivers high-quality maps and technical outputs. In his role, he provides critical support to engineers, ensuring the locational accuracy of land data for civil design projects. By applying industry best practices and leveraging advanced tools, Jacob collects, refines, and integrates high-accuracy geospatial data. His unique combination of field expertise, digital mapping acumen, and geoscientific knowledge makes him an invaluable resource to the Sebago team.

EXPERIENCE



Asset Mapping & Utility Data Integration: Jacob collaborates with the Portland Water District to map water valves with survey-grade accuracy, recording detailed attributes and directly updating their online feature service. This work involves close coordination with GIS professionals to ensure the precision and completeness of critical infrastructure data. Additionally, Jacob is leading efforts to transform disparate utility datasets for Bowdoin College into a cohesive online GIS dataset. This involves converting CAD and other data sources, populating attribute fields with comprehensive information, and developing workflows to maintain data integrity. Jacob also provides training for the college's facilities department, equipping them to manage and update GIS data efficiently from both desktop and mobile devices. These projects exemplify Jacob's ability to bridge field data collection, GIS technology, and stakeholder collaboration to deliver high-value geospatial solutions.

Creative Geospatial Solutions: Jacob employs a wide range of geospatial tools and techniques to develop innovative solutions for complex spatial challenges. Utilizing remotely sensed LiDAR data, Jacob creates detailed surface models that support the generation of ground elevation contours for engineering and client use, viewshed analysis, hydrographical mapping, slope assessments, and other remote sensing needs, such as identification of rock walls or other site features. Additionally, Jacob leverages online and offline geospatial applications to enhance fieldwork efficiency and locational intelligence. Project features can be uploaded to field devices, enabling precise navigation, data collection, and geospatial recording of field observations with photographs. He also uses intuitive web-based tools, such as story maps and interactive web applications, to effectively communicate project outcomes to stakeholders and the public. These creative approaches ensure high-quality, accessible, and actionable geospatial deliverables for a variety of project needs.

Geospatial Automation & Programming: Jacob develops custom geospatial tools and automates workflows using Python and Arcade, enhancing the efficiency and accuracy of GIS processes. His work includes scripting solutions to streamline data maintenance, automate spatial analyses, and facilitate integration between disparate datasets. Jacob has built tools for tasks such as identifying and flagging data inconsistencies, merging and projecting large datasets, and updating feature services directly within ArcGIS Online. His expertise in programming enables him to create intuitive interfaces, real-time logging, and tailored outputs, ensuring solutions meet the specific needs of clients and projects. These automated processes not only save time but also maintain data integrity, empowering teams to focus on analysis and decision-making.

Tax Mapping: Sebago Technics contracts with various Maine towns to provide tax mapping and other GIS services. This includes the routine maintenance and update of the cadastre, providing deliverables in the form of maps and digital data. Jacob brings his Land Records experience from North Carolina, where he is a Certified Property Mapper well-versed in property mapping and title research.

EDUCATION



East Tennessee State University, Johnson
City, TN
M.S. Geosciences - Geospatial Analysis
Concentration, 2020

University of Maine at Farmington -
Farmington, ME
B.A., Geology, 2011

CERTIFICATIONS

North Carolina Certified
Property Mapper

AWARDS

Michael D. Wilson Fellow,
2010-2011

Best Student Poster – 37th
Annual Colloquium of the
Atlantic Geoscience Society,
2011



Michael A. Cunningham, P.E., LEED AP**President/Structural Engineer**

Michael has over 45 years of experience in the practice of structural engineering. He has been active in the design of structures utilizing cast-in-place, precast, and post-tensioned concrete, structural steel, cold-formed steel, timber, masonry, aluminum, and stainless steel structures. In addition he has investigated many structures for the purpose of identifying structural problems and recommending solutions to these problems. Michael is also experienced in preparing investigative reports, writing specifications, construction inspections and providing expert witness testimony.

Education:

University of Maine
B.S. Civil Engineering 1975

Professional Registration:

Registered Professional Engineer
State of Maine (#4519)
State of New Hampshire (#6190)
State of Vermont (#6553)
State of Massachusetts (#39556)
State of Connecticut (#0020093)
State of New York (#070368)
State of Florida (#46205)

Professional Organizations

American Institute of Steel Construction
Structural Engineering Association of Maine,
Secretary 1994-1996
LEED Accredited Professional

Project Awards:

Renovations to Bay Chamber and Music
School, Camden, Maine
Maine Preservation Honor Award 2025

The Lemont Block, Brunswick, Maine:
Maine Preservation Honor Award 2023

Merry Barn Renovations, Edgecomb,
Maine: Maine Preservation Honor Award
2019

Allen Bethea Cottage, Cushings Island,
Maine: Wood Design Merit Award,
American Wood Council 1990.

Eastern Maine Medical Center Pediatrics
Unit, Bangor, Maine: Health Care Facilities
Design Award Honorable Mention, Boston
Society of Architects chapter of A.I.A. 1994

Rockwood Elementary School, Rockwood,
Maine: First Place Maine chapter of A.I.A
1992

Experience with Correctional Structures:

Maine Department of Corrections - New facility in Warren, Maine designed to house half of the prison inmates in Maine. It consisted of 7 buildings. Building 1 was a steel-framed structure. Building 2 was a pre-engineered building. Buildings 3, 4, 5, and 6 were housing buildings using precast concrete cell modules, precast, prestressed hollow-core slabs, and some conventionally reinforced concrete. Building 7 was an open structure with a steel-framed roof.

Northern New England Correctional Facility - New facility in Berlin, New Hampshire consisting of 5 buildings. One was a pre-engineered structure and 3 were steel framed buildings with composite steel-concrete floors. The housing building was a 4-story structure using precast concrete cell modules and precast, prestressed, hollow-core slabs.

Southern State Correctional Facility - New facility in Springfield, Vermont consisting of 4 structures. Three of the buildings utilized precast concrete cell modules with precast, prestressed, hollow-core slabs. The other building was a steel-framed structure with composite steel-concrete framing for elevated floors.

County Jails – Aroostook County Jail addition and renovations in Houlton, Maine; Washington County Jail in Machias, Maine; Knox County Jail in Rockland, Maine, Cumberland County Jail in Portland, Maine; Barnstable County Jail in Barnstable, Massachusetts, Cheshire County Jail in Keene, New Hampshire; Carroll County Jail in Laconia, New Hampshire.

LINCOLN/HANEY ENGINEERING ASSOCIATES, INC.

14 MAINE STREET, SUITE 306A
BRUNSWICK, MAINE 04011

James Curley, P.E.

Senior Structural Engineer

Thad has over 35 years of experience in structural design on a variety of projects for school, university, municipal, industrial, Department of Defense, government, commercial, institutional, and residential clients. Jim is experienced in the design of steel, masonry, reinforced concrete, timber, engineered lumber, and cold-formed steel structures. He has also performed extensive investigation and verification of existing facilities.

▪ **Education:**

University of Massachusetts - Lowell
B.S. Civil Engineering 1981
University of Colorado
M.C.E. Structural Engineering 1986

▪ **Professional Organizations**

Structural Engineering Assn. of Maine

▪ **Professional Registration:**

Registered Professional Engineer
State of Maine License #6847

▪ **Experience:**

Maine Correctional Center, Windham, ME: Structural engineer for multiple new buildings at existing MCC facility.

Maine Correctional Center, Windham, ME: Structural engineer for Building 7 Mental Health Addition and Renovations.

Somerset County Jail, Madison, ME: Structural engineer for new jail facility.

Augusta Police Station, Augusta, ME: Structural engineer for new two-story 25,000 square feet wood/steel design of new facility.

Maine Criminal Justice Academy, Vassalboro, ME: Structural engineer for renovations of existing buildings, and multiple new buildings for Vassalboro campus.

Waterville Central Fire Station Addition, Waterville, ME: Structural engineer for new two-story addition to existing fire station.

Maine District Court - Biddeford, Biddeford, ME: Structural engineer for design of a new courthouse facility.

Maine District Court - Skowhegan, Skowhegan, ME: Structural engineer for design of a new courthouse facility.

Bucksport Public Safety Facility, Bucksport, ME: Structural engineer for design of two-story wood-framed building.

Key Staff

Joshua Telenko *Senior Vice President*

Background

With over 20 years of experience in the construction industry, Josh brings a well-rounded and insightful perspective to the R.L. Young, LLC d/b/a/ YA Group team. His career reflects a rare balance of field and office experience, allowing him to understand how decisions at each phase of a project impact all stakeholders—from owners and design teams to contractors and end users.

Josh began his career in the field as a Laborer, gaining firsthand experience on a variety of projects throughout Pennsylvania and West Virginia. He later pursued both a Bachelor's and Master's degree at Indiana University of Pennsylvania, further strengthening his academic and technical foundation. After a brief tenure with FedEx, Josh returned to the construction industry.

Since then, Josh has expanded his role to include Owner's Representation, Construction Management Services, and broader Consulting Services. His thoughtful, process-driven approach is informed by his diverse professional background and has made him a trusted advisor on projects with complex phasing and logistical challenges.

Education

- *Indiana University of Pennsylvania*
B.S. – Business Management
M.B.A.

Project Experience

- Niagara County Jail – Kitchen Cooler and Freezer
- Allegheny County – Rethinking the Allegheny County Jail Facility
- Genesee County Jail – Exterior Restoration
- Herkimer County – Historical Jail Evaluation
- Westchester County Correctional Facility – Elevator Modernization
- Erie County Holding Center and Correctional Facility System – Comprehensive Facility and Operational Needs Assessment
- Niagara County Sheriff's Office
 - o Forensic Laboratory Expansion and Building One Remodel of Interior and Exterior
 - o New Correctional Facility

Key Staff

Joseph Dommer

Executive Vice President

Background

Joe Dommer brings over 34 years of construction industry experience to YA Group. With a degree in Construction Management Technology, Joe has led and supported hundreds of projects across a wide range of sectors—including commercial, public, higher education, K–12, healthcare, and industrial—with project values ranging from \$50,000 to \$13 billion.

Joe's career began in 1991 with Baer & Associates, where he started as a summer intern and quickly rose through the ranks to hold leadership positions including Quantity Estimator, Project Manager, Vice President, and ultimately President by 2004. His deep expertise in cost estimating and project management, built through decades of hands-on experience, is foundational to YA's success and service offerings.

In 2017, Joe joined YA Group with him a wealth of industry insight and a passion for mentoring the next generation of professionals. He remains actively involved in advancing the field of construction and design through his service on the Erie Community College Civil Engineering / Construction Management Advisory Council, the Hilbert College Board of Trustees, and as an affiliate member of the Buffalo-Western New York Chapter of the American Institute of Architects.

Education

- *Erie Community College, Buffalo, NY*
Associates – Construction Management
- *University at Buffalo, Buffalo, NY*
Core program graduate – Center for Entrepreneurial Leadership

Project Experience

- Cheshire Correctional Institution – Heating and Cooling System Upgrades
- Elmira Correctional Facility – Reroof Buildings 2, 40 & 41
- Hudson County Correctional & Rehabilitation Center – Intake & Facility Maintenance Modifications
- Lancaster County – Correctional Facility
- Monroe County – Children's Detention Center Expansion
- National Parks Service – Captain John Smith Chesapeake National Historic Trail
- Suffolk County Raise the Age (RTA) – Juvenile Detention Center
- Westchester County Raise the Age (RTA) – New Specialized Secure Detention Facility



S.W.COLE
ENGINEERING, INC.

COMMITMENT • INTEGRITY • LEADERSHIP • QUALITY

TIMOTHY J. BOYCE, P.E.

VICE PRESIDENT OF GEOTECHNICAL SERVICES

PRINCIPAL GEOTECHNICAL ENGINEER

Born and raised in Indianapolis, Indiana, Tim Boyce enlisted in the United States Navy in 1983 where he completed four years of active military service, before enrolling in the civil engineering program at the University of Washington. Tim continued his military service in the U.S. Navy Reserve while attending college, eventually accepting a commission as a U.S. Naval Officer in 1995.

Tim has over 31 years of geotechnical engineering experience in Maine, New Hampshire, Massachusetts, Vermont, Connecticut, Oregon and Washington. He joined S. W. Cole Engineering, Inc. in April 1999, and was promoted to Vice President of Geotechnical Services in 2014. His responsibilities include business development, client cultivation, engineering management, contracting, project management, site characterization, geotechnical engineering, recruiting and development of engineers and technicians. Clients appreciate Tim's service-oriented, solution-focused, win-win approach and ability to take on projects large and small. Tim's experience includes developing and conducting geotechnical investigations, design analyses for foundations, ground improvement, soft ground, pavement design, stability of earth slopes and retaining walls, evaluation of shoring systems for excavation support, dewatering, underground utilities, geotechnical instrumentation and geotechnical monitoring of construction activities. He has worked on numerous building and infrastructure projects throughout New England and the Pacific Northwest. Tim serves on the S.W.COLE's Board of Directors and is Past-President and National Director of the American Council of Engineering Companies of Maine (ACEC of Maine).

SELECT PROJECT EXPERIENCE:

Maine Correctional Center and Women's Re-Entry Facility, Windham, Maine:

Our scope of services included test boring explorations, auger probes, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of geotechnical reports for a multi-phased reconstruction of the Maine Correctional Center. Tim served as a principal engineer for this project.

Cumberland County Jail—Proposed Building Addition, Portland, Maine:

Our scope of services included subsurface explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report for a proposed medical building addition to the Cumberland County Jail. Tim served as a principal engineer for this project.

Proposed Downeast Correctional Facility, Machiasport, Maine: Our scope of services included observation of test pit explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report for a new re-entry building. Tim served as a principal engineer for this project.



EDUCATION:

University of Washington

B.S. Civil Engineering, Graduate
Level Geotechnical Studies

REGISTRATIONS:

Professional Engineer (P.E.)

ME, NH, VT, MA, RI, CT

AFFILIATIONS:

- **ACEC of Maine**, National Director (2019-2021), President (2017-2019), President Elect (2015-2017), State Director (2012-2015), Legislative Affairs Committee (2015-Present)
- **GBA**, Geotechnical Business Committee (2020-Present)

MILITARY EXPERIENCE:

- Commander, Civil Engineer Corps, U. S. Navy Reserve (Retired) Construction Management, Contingency Construction and Facilities Management, 1995-2015
- P-3 Orion Flight Crew, U.S. Navy and U.S. Navy Reserve, 1983-1995

NATHAN D. STROUT, P.E.

SENIOR GEOTECHNICAL ENGINEER

BANGOR OFFICE MANAGER

Nate Strout was born and raised in Lewiston, Maine. He holds an Associate's degree in Architectural and Civil Engineering from Central Maine Community College in Auburn and a Bachelor's of Science in Civil and Environmental Engineering from the University of Maine. He is a registered Professional Engineer in Maine.

Nate joined S. W. Cole Engineering, Inc. as an engineering assistant in 2010 but worked at the firm on college breaks while attending the University of Maine. After receiving his Professional Engineer license in May 2015, Nate was promoted to Geotechnical Engineer. In October 2019, Nate took on the role of Bangor Office Manager.

His primary responsibilities include coordination and field monitoring of sub-surface exploration programs, geotechnical analysis and design calculations, preparation of engineering proposals and reports, and coordination of laboratory soils testing. He also monitors geotechnical construction and materials testing projects including drilled and driven deep foundations, micropiles, soil nail walls, rock anchors, anchor bolt tensioning and compaction testing. Nate has experience working on numerous projects providing in-situ subsurface conditions of electrical and thermal resistivity.

SELECT PROJECT EXPERIENCE:

Proposed Penobscot County Jail, Hampden, Maine: Our scope of services included test boring explorations, a preliminary geotechnical analysis of the subsurface findings, and preparation of a preliminary geotechnical report for a new county jail. Nate managed this project and coordinated all services.

Proposed Downeast Correctional Facility, Machiasport, Maine: Our scope of services included observation of test pit explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report for a new re-entry building. Nate managed this project and coordinated all services.

Proposed Police Station, Caribou, Maine: Our scope of services included test boring explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report for a new police station. Nate managed this project and coordinated all services.

Proposed Courthouse, Ellsworth, Maine: Our scope of services included completion of test pit explorations, test boring explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings, and preparation of a geotechnical report for a new courthouse. Nate managed this project and coordinated all services.



EDUCATION:

University of Maine
B.S., Civil & Environmental
Engineering

REGISTRATIONS:

Professional Engineer (P.E.)
Maine

CERTIFICATIONS:

OSHA 30 Hour Construction Safety
& Health

AFFILIATIONS:

American Society of Civil
Engineers (ASCE), Maine Section

ACHIEVEMENTS/HONORS:

- Past-President, Maine Chapter of American Society of Civil Engineers (ASCE)
- Graduate, Fundamentals of Professional Practice Course, Geoprofessional Business Association (formerly ASFE)



ALEXANDREA F. ALLEN

STAFF GEOTECHNICAL ENGINEER

Alex joined S.W. Cole Engineering, Inc. (S.W.COLE) in April 2022 as a Construction Services Intern. She has been promoted multiple times and is now a Staff Geotechnical Engineer.

Her primary responsibilities include coordination and field monitoring of subsurface exploration programs and coordination of laboratory soils testing. She also monitors geotechnical construction and materials testing projects including ground improvements and compaction testing.

SELECT PROJECT EXPERIENCE:

Proposed Penobscot County Jail, Hampden, Maine: Our scope of services included test boring explorations, a preliminary geotechnical analysis of the subsurface findings, and preparation of a preliminary geotechnical report for a new county jail. Alex provided field coverage for this project.

Proposed Courthouse, Ellsworth, Maine: Our scope of services included completion of test pit explorations, test boring explorations, soils laboratory testing, a geotechnical analysis of the subsurface findings, and preparation of a geotechnical report for a new courthouse. Alex provided field coverage for this project.

Proposed Louisiana-Pacific Facility Developments, New Limerick, Maine: Our scope of services included completion of test boring and test pit explorations, review of historical test borings, soils laboratory testing, a geotechnical analysis of the subsurface findings and preparation of a geotechnical report for proposed new developments at a manufacturing facility. Alex provided field coverage for this project.



EDUCATION:

University of Maine

Bachelor's in Civil Engineering

CERTIFICATIONS:

- OSHA 10 Hour Construction Safety & Health Course
- US DOT HAZMAT Portable Nuclear Gauge



SECTION 5

PROJECT UNDERSTANDING & APPROACH

PROJECT APPROACH

Aroostook County Jail Design Services

PROJECT UNDERSTANDING AND APPROACH

LaBella Associates, D.P.C. is presenting its team to design and develop the new Aroostook County Jail Facility as described in the Request for Proposals. LaBella Associates, D.P.C. is a full service Architectural and Engineering firm with extensive experience in the design and development of jail and correctional facilities. Our LaBella Justice Facility Group's capabilities have been employed in the design and development of more than 33 County Public Safety/ Jail facilities.

LaBella Associates, D.P.C. has assembled a team including **Justice Planners**, a national consultant with jail design and needs, **Sebago Technics** design Consultants, a local firm to assist with all civil, survey, and site selection. **Lincoln/ Haney Engineering** will provide structural design services; **Young Associates** will provide cost estimating scopes of work and **S.W. Cole Engineering** will assist with geotechnical needs for the project.

The LaBella Justice Facility Team proposes to provide the design of these facilities in accordance with Aroostook County's schedule, budget and program. LaBella's team and project managers have extensive experience with jail facility projects. We have the experience to assist Aroostook County decision makers to distinguish what will work from what won't. Our experience will provide a solid foundation for a specialized project like the development of



the Aroostook County Jail Facility.

We look forward to employing our extensive experience with County's and with jail facilities in particular to develop a successful and effective project for Aroostook County.

Project Management Structure

- Define communication, accountability, and reporting
- Project committee provides oversight and periodic review, County Project Representative is day-to-day contact

The work completed to date has provided Aroostook County with options and a general direction for development of a new jail facility. Many more decisions will be made by the County as they proceed with the project. Development and implementation of all the various facets of the project will take several years. Based upon our experience with other county projects, the LaBella team would encourage Aroostook County to

rely upon a project management structure that provides for clear lines of communication between the County and all those hired to assist them. Such a structure would clearly define the authority, responsibility and accountability of all those involved in implementing the project. In our experience, the most successful structure is one which includes a specific County Project Representative.

The County Project Representative would take day-to-day responsibility for progression of the project, would be the liaison between the County and consultants, and would maintain an overview of the many components of the ongoing project. The Project Representative's overall task is to promote the County's interests and work with the consultants to minimize costs, optimize the schedule, address issues and, keep the County informed about the project. The Project Representative would also maintain a record of actions and decisions to establish an institutional

memory regarding the project.

As a natural part of this project, we will strive to involve all local criminal justice stakeholders in a policy group-oriented planning process that collaborates to create effective, realistic options.

Our team members have extensive experience conducting assessments for courts, law enforcement, jails, and criminal justice systems, both large and small, to include current projects in upstate New York. We pride ourselves on working with agencies to provide practical data-driven recommendations that are actionable and not just a report that looks good on your shelf. We also recognize that just because a program or idea works well in one jurisdiction does not mean it is the right direction for Erie County to take. We will work with you to identify the right solutions for your criminal justice system.

Design Approach

- **Jail design must begin with operations, which determines operational costs, effectiveness, and safety**
- **Staffing, maintenance and materials are key considerations**

A jail, in particular, is far more than a mere building or shelter. In fact, a jail is a tool or resource for the use of corrections staff in processing, staging, housing and managing inmate populations. While the form of a secure jail facility is defined by the design, that form must actually be determined by the facility's function.

Jails and other secure facilities must support and accommodate many critical activities. These activities are complex, dynamic, and potentially dangerous. The manner in which the form of a jail facility supports these complex and interrelated activities will determine whether or not it is both cost-effective and safe. This justifies viewing a jail more as a mechanism to be operated than as a building to be occupied. The view of such a facility as a mechanism emphasizes how closely the design must support the operation.

The design of a Jail Facility must begin with its future operation. Unless the design and operation are consistent, excellent staff efficiency, cost effectiveness and safety are impossible, no matter how superlative the design or

operation may be in other ways. The design must reflect the intended method of operation and the facility must be operated in fact as it was designed to be. Facilities in which the design assumes an arbitrary or hypothetical method of operation or have come to be operated in a manner inconsistent with the design are unsafe, expensive to operate, and staff inefficient.

Staffing is a major contributor to Jail Facility costs. Staffing a single post 24 hours per day and 7 days per week requires more than 5 employees. In many instances, the design layout is the predominant factor driving the number of posts and thus the number of staff required for operation. To be effective, optimization of staffing efficiencies must begin in the planning phase and continue throughout the design process to ensure a layout that is as efficient as possible.

Jail Facilities also require materials and equipment of unusual quality and durability. Examples are numerous and include security systems, locking systems, specialized plumbing fixtures and security glazing. These specialized and highly durable components are acquired at a premium and are a factor in higher Jail Facility construction and maintenance costs.

Of course, it is imperative in selecting jail materials and equipment to avoid inferior grades that could be easily damaged in a detention environment or otherwise fail prematurely. However, it is also possible to error by resorting to blanket specifications calling for the most durable and specialized of equipment in every instance. In fact, there are many opportunities to strategically reduce costs by utilizing slightly less durable grades of materials where the most durable are not essential.





It is the policy of LaBella to provide quality work, services, and products that meet or exceed the expectations and requirements of its clients.

This is value engineering in Jail Facility design. An excellent example is locks, which are expensive and of which there are hundreds in any jail. While the most expensive lock may be required for a sallyport on the secure perimeter, lighter and less costly locks are suitable in other areas. The LaBella Justice Facility Team will generate significant cost savings in Aroostook County by applying this type of detailed analysis and value engineering throughout the design of the new jail.

Equipment maintenance within a secure facility can be a risky, time consuming, and expensive operation. Unnecessary entry of maintenance personnel and their tools into secure areas poses a security risk, delays repairs and requires staff escorts. Alternate means of access to mechanical and other equipment should be provided wherever possible. Steps should also be taken to ensure that systems are isolated so as to minimize the potential need for widespread shutdowns for repairs.

Mechanical, electrical and other design decisions must be scrutinized carefully to ensure that every opportunity is taken to develop a facility which can be operated and maintained in a secure and cost-effective manner.



The cost and risk associated with maintaining and repairing equipment which can only be accessed from within a secure area must be assessed and more durable equipment substituted as appropriate to reduce those costs and risks. Equipment and systems involved in critical functions must also be reviewed. A similar strategy to employ components with enhanced durability must be implemented where justified by the need to ensure the reliability of critical functions.

LaBella's Client Approach

The LaBella Justice Team's client approach is summarized as follows:

- Understand and respect Aroostook County's needs. Although we are experts, this

will be Aroostook County's facility, not LaBella's.

- Utilize methods that are effective, but flexible. If a given approach isn't working for Aroostook County, modify it. If it doesn't work for the County, it cannot possibly work for The LaBella Justice Facility Team.
- No surprises. Stakeholders, owner's representatives and other decision makers are to be kept informed. Earn Aroostook County's trust by always safeguarding and looking out for the County's interests.
- Identify the affected Aroostook County stakeholders in any decision making process. See that each has the

information needed to make an informed decision and that it is presented clearly, free of jargon.

- Distinguish policy and operational issues from technical questions. Policy issues are to be decided by Aroostook County, not by the LaBella Justice Facility Team. Aroostook County decision makers are to be advised whenever a technical matter being addressed by the LaBella team may have a policy or operational implication. Ensure that decision makers are provided a clear basis to develop a good conceptual understanding of technical impacts.
- Identify issues and conflicts early, while there is still time to deal with them and facilitate a resolution.
- Communicate. Jail projects are complex and involve multiple teams, stakeholders and decision makers. It is



virtually impossible to have too much communication in such projects.

The LaBella Justice Facility Team believes that the “step building” sequential approach to the design and development of the Aroostook County jail project will provide the best result. Aroostook County has initiated the process by developing the basic criteria for the new jail. LaBella's Justice Team can help to ensure that the new facility is as efficient, effective

and inexpensive as possible by continuing that process.

The LaBella Justice Facility Team proposes to proceed sequentially with a step-wise process, successively relying upon each preceding step as a basis or foundation for those that follow. As the level of detail increases, this approach will allow for successive reviews and evaluations of the evolving project to achieve the best facility design possible.



STEPS IN AROOSTOOK COUNTY'S NEW JAIL FACILITY DESIGN & DEVELOPMENT PROCESS

- Site Selection Process.
- Develop a Detailed Program to Ensure a Clear Understanding of the County's Needs.
- Assist in Developing a Long-Term Master Plan Approach and then Provide a Conceptual Design.
- Provide Referendum-Ready Package.
- Develop and Review Schematic Design.
- Develop and Review Design Development and Project Manual.
- Preparation of Final Design/ Construction Bidding Documents.
- Preconstruction and Bidding Phase.
- Construction.
- Occupancy Phase.

Sub-Project 1 – Site Selection

Site Selection Process.

Supported by team member Sebago Technics, the LaBella team will assist Aroostook County in reviewing candidate sites and selecting the optimum site given County priorities and applicable constraints. The LaBella Justice Facility Team will compile a matrix of relevant criteria and factors for the County's consideration in reviewing alternate sites. Factors typically presented in such a table include the available acreage, the topography, available utilities, surrounding land uses, visibility, distance to courts, access (including public transportation) and suitability for radio communications. A sample table is illustrated below. In Aroostook County the matrix will be tailored to focus on criteria of most importance to the County and will be a valuable aid in the site review, comparison and selection process.

Sub-Project 2 – Programming / Concept Design / Referendum Package

Develop a Detailed Program to Ensure a Clear Understanding Of The County's Needs.

LaBella will work with the County and the Office of the Sheriff to develop a detailed needs assessment. This will be accomplished through a series of design work sessions with each area of the Jail's operation. Through historic samples, tours, and discussions we will document and size all required spaces necessary for the County to have an effective jail design.

Our team remains flexible to accommodate additional programmatic elements such as the Sheriff's Administration space, as identified in Addendum #1, should the County determine its inclusion is necessary based on site selection.

A detailed spatial Architectural Program for the new facility components will be developed. Guidelines developed by the American Corrections Association (ACA), the National Institute of Corrections (NIC), and Aroostook County's experience and the LaBella Justice Design Team's experience will be relied upon to define space requirements for each functional area within the various facility components. Individual

spaces and components will be characterized as follows:

- Component Role;
- Functional Description;
- Spatial Allocations; and,
- Functional Relationships.

The Architectural Program will provide the design team the required information to initiate the design of the facility.

As part of the preliminary "plan", Adjacency Diagrams will also be developed for each functional area to help staff members understand how each area and space relates to one another.

The programming and planning "step" is the foundation upon which subsequent design steps will be built.

Sample County Jail Facility Site Study Chart

Site Characteristics	Site #1	Site #2
	Route 28, Shells, Bush Road	Route 55, Quarry Site
Owner	Anney	Private
Tax Account No.	113.002-1-29	120.002-2-41
Municipality	Town of	Town of
Road Location	Route 28, Bush & Shells Rd.	Route 55
Zoning Classification	Not Applicable	Not Applicable
Total Size (acres)	+/- 30 acres	+/- 10 acres, 143 acres available
Distance to Existing Courthouse (miles)	1.5 miles	1.6 miles
Current Land Use	Farmland	Vacant
Access to Site	Good	Good
Public Transportation	None	None
Density of Vegetation	Minimal	Minimal
Slope of Terrain	Generally flat Yes, approximately 1/4 of site. South-west corner.	Generally flat (north portion) Steep slopes (south portion of site)
Flood Plain	generally silt loam -seasonally high water table	No
Soils	generally silt loam -seasonally high water table	generally fine sandy loam - seasonally high water table.
Drainage from Site	Over-land, westerly to creek	Over-land, easterly to canal tributary
Visibility from Road	Good	Good
Ample Space for Parking	Yes	Yes
UTILITIES:		
Sanitary Sewer	Available along Route 28.	None (see notes)
Storm Sewer	Available-adjacent to creek	Available-cross road to reach canal
Public Water	Available along E. German St.	Well (see notes)
Electric Service	Available	Available
Gas Service	Available on west side of Mill Brook	Available
Telephone	Available	Available
Radio/Communications	Not studied, should be acceptable.	Not studied, should be acceptable.
ADDITIONAL NOTES:	Adjacent to creek. The water and sewer will need to be extended across Mill Brook.	Sewer could be extended from Village along state ROW, included in costs. The Village of Mohawk water system would need upgrading to supply water, and is cost prohibitive.
Off-Site Infrastructure Costs	\$475,000 - \$575,000	\$560,000 - \$660,000*
On-Site Development Costs	\$400,000 - \$500,000	\$450,000 - \$550,000



Our approach, rooted heavily in collaboration and interaction, recognizes that we must bring technical and economical points of view to the planning and design process.

Assist in Developing a Long Term Master Plan Approach and then Provide a Conceptual Design.

Before starting any conceptual design, it is important to consider future growth, foreseeable operational expansions, and to talk about long term County goals. With the help of the core County Leaders, a work session can be held to consider these issues so that a County Jail Master Plan can be developed.

After the Master Plan goals are established, the Conceptual Design effort can begin. This also is accomplished through a series of design work sessions, (with the same groups who attended the program sessions) to ensure that the program document is reflected accurately in the Conceptual Design Plans. The LaBella Justice Facility Team will assist in the presentation of the Conceptual Design to the team and representatives of the County. Work sessions will include presentations of the plans and a presentation of how the plans meet the agreed upon program. This process is an interactive process and typically takes several meetings to achieve consensus before a solution is accepted. This "step" completes the foundation upon which subsequent design steps will be built.

Once the conceptual design has been completed, a project budget estimate will be developed by LaBella Team member Young Associates. Young Associates Construction Services has an extensive database of construction costs and an in depth knowledge regarding jail construction. Young Associates can bring this knowledge to the team early in the process to review plans – even at the conceptual level – to assure that the project stays within budget.

Develop Referendum-Ready Package.

The LaBella Justice Facility Team understands that public approval is a critical milestone in the success of the Aroostook County Jail project. In response to the County's expectations and Addendum #1, our team will provide comprehensive referendum support services that are designed to inform, engage, and build trust with the community. We will assist the County in developing referendum-ready materials that clearly communicate the purpose, scope, and benefits of the proposed facility. These materials will include visual renderings, conceptual site plans, cost narratives, and public-friendly descriptions of operational improvements and safety enhancements.

Our team will support the County's goal of high public engagement by participating in up to six in-person public meetings, as outlined in Addendum #1, and by providing virtual presentation materials and participating in online forums. We will coordinate with the County's communications team and ZenCity platform to gather and respond to public feedback. Throughout the referendum process, we will work closely with County leadership to ensure that all materials are accurate, accessible, and aligned with community values. We will maintain open lines of communication with stakeholders and provide timely updates to support informed decision-making.

Sub-Project 3 – Full Design & Construction Administration Phase

Develop and Review Schematic Design.

Building on the previous steps, The LaBella Justice Facility Team will develop and review schematic designs to determine a "best fit" layout to meet the program and budget requirements. Emphasis will be placed on the cost effectiveness of the layout relative to both initial and operating costs,

including staff efficiency. The schematic plan illustrates the project components, their scale, and their relationships. This will provide initial information necessary to the team to identify revisions that may be necessary.

The LaBella Justice Facility Team will again conduct regularly scheduled design work session meetings with the team members and will address selected “focus” areas for discussion and design. At these sessions, the focus groups consisting of operating personnel and other decision makers will review design issues and alternatives that will be incorporated in the final design. Quality control is not only an issue of details but also of compliance with the accepted program and operating requirements for the new Jail Facility. The design will continually be reviewed for compliance with the agreed upon project program and decisions.

At this time, the master site plan will be reviewed and further developed to show the proposed layout of the new facility and depict possible locations and opportunities for future expansion identified as part of the master plan.

While the Schematic drawings are basic, they should fully reflect the program. Also, an updated project estimate will be made at this time to compare with the approved budget for the project. This will allow potential cost overruns to be identified and corrected early.

When completed, the Schematic Plans will be reviewed with the Commission of Correction. At this time, the Schematic Plans will also be reviewed with the Building Code Enforcement Officer to assure compliance with the NYS Building Code and to identify any changes or possible variances that may be required. An early approach

allows The LaBella Justice Facility Team to look for design alternatives that may be utilized to avoid the need for variances from the NYS Building Code.

Develop and Review Design Development and the Project Manual.

Building on the Schematic Design, this step involves the development of more detailed architectural plans along with mechanical, plumbing, structural, electrical, security plans, and other details necessary to take the level of understanding of the preliminary plans to the next step.

Design Development “fixes” and describes the size and character of the entire project including architectural, structural, HVAC, electrical, plumbing, security systems as well as the site considerations. During this step, the selection of equipment and materials to be used in the final design and construction of the new facility will be made. Once the selections have been made and agreed upon by the team members, a new and comprehensive construction cost estimate will be completed with team member Young Associates to assure that the project is still on budget. Adjustments will be made, if necessary, to assure compliance with the agreed

upon program and budget.

At this time Young Associates will also begin to flesh-out the project's construction schedule. “Road-blocks”, long lead procurement items, winter conditions and anticipated work durations will begin to be identified and discussed. The effect of the schedule on the budget will also begin to be assessed. This schedule will also begin to set parameters for the Transition Team.

The LaBella Justice Facility Team will also assemble documentation of the decisions, selections, and layouts that have been adopted thus far and compile a Project Manual. The Project Manual will provide the basis for the next step which is the preparation of Construction Documents. The Project Manual will include a mission statement, the project description, an updated space program illustrating any changes that have occurred, updated cost estimates showing progressive estimates at various stages, code studies, outline specifications and descriptions of components and systems.

The Project Manual will be used by all team members in preparing the Construction Documents. This document must be reviewed and approved prior to proceeding to the next step.



Preparation of Construction Documents.

The Construction Documents show the details of the final design to provide the basis for receiving construction bids and will be used throughout the project as a basis for construction. Consequently, the degree of completeness and clarity in showing what is required from the contractors is extremely important to assure a completed project within the budget.

At intervals throughout this step, reviews will be conducted by the team members to assure compliance with the Project Design Manual and to ensure that the Construction Documents are thorough and complete.

As the drawings and design documents progress, LaBella Team member Young Associates will play an active role in reviewing this information for conformance to the project budget. Young Associates will also provide a constructor's perspective and offer suggestions regarding constructability and construction methods as well as identifying issues which might affect construction or benefit from additional detailing in the documents.

Another important step at this juncture is to begin the "scoping" process. Young Associates will facilitate tailoring of the Bidding Documents to the abilities of the surrounding construction community and labor pool. With this process, the LaBella Team can optimize for the local marketplace which will result in the best prices at bidding.

As already noted, Young Associates will review the construction documents for compliance with the project budget. In fact, at this point Young Associates will prepare the third

major estimate to absolutely verify that the project remains within Aroostook County's budget. Any issues identified as a consequence of this review would be resolved within the Team and with input from the County. The LaBella Team will not advance the project beyond this point without absolute verification that the bidding documents and the budget are synchronized.

Final plans and specifications will be submitted to the NYS Commission of Correction for final approval.

Documents will also be submitted for application for a Building Permit.

Pre-construction and Bidding Phase.

During this phase, The LaBella Justice Facility Team will provide Construction Documents for Bid Advertisement, attend Pre-Bid Conference, and answer questions during the bidding process.

As a member of the LaBella team, Young Associates Construction Services will work to gain contractor interest in the project. Young Associates will conduct informational and pre-Bid meetings to educate the local and regional contractors on the role they might play in the project. LaBella and Young Associates will field questions from the construction community and publish addendums. Throughout this process, Young Associates will act as the interface to the construction community. As a team, LaBella believes that the best value for Aroostook County is an engaged, well informed, local construction community. This will provide the best prices and the highest quality for Aroostook County.

Construction Phase.

The LaBella Justice Facility Team will provide assistance during the bid opening and in the analysis and evaluation of the bids received. The LaBella Justice Facility Team will establish communications processes that will enhance and streamline the processing of shop drawings, requests for information, and other issues that are involved with the day-to-day construction activities. Streamlining the processing and review of particularly "long lead" items will greatly improve the construction process and compliance with the construction schedule.

The LaBella Justice Facility Team believes that it is important for those involved in the design process to continue to be involved during construction. Attendance at the job meetings by LaBella Team design personnel will help in moving the construction process forward. Periodic site visits by the design professionals will help in answering questions that may come up as well as provide another set of eyes to review the constructed work. The LaBella Justice Facility Team will assist Young Associates in the preparation and review of final "punchlists" of work to be completed or altered to meet the plans and specifications. Design professionals will participate throughout construction to help assure compliance with the Construction Documents.

As with the Design Process, the LaBella Justice Team believes in a step wise approach to ensuring a successful construction process. The foundation for all these steps is set in place during the design phase. During construction, these steps must be reiterated, strengthened and enforced.



STEPS IN AROOSTOOK COUNTY'S NEW JAIL PROJECT CONSTRUCTION PROCESS

- Develop Clear Lines of Communication.
- Control and Manage the Schedule.
- Control and Manage the Budget.
- Implement Techniques to Achieve High Quality.
- Focus the Contractors on Safety.

Develop Clear Lines of Communication.

As the project focus shifts to construction, the LaBella Justice Team will step forward to act as a clearing house of information. Acting as a primary focus, Young Associates will force communication, not just forward communication. As a first major step, Young Associates will establish a weekly progress meeting program to be attended by decision makers representing the construction contractors, the design team, the transition team and Aroostook County. In this forum, all aspects of the project will be discussed, planned and monitored. Through such meetings and other control procedures, every aspect of the project will be reviewed by the team. Feedback on materials, processes and schedule will be solicited. All members of the LaBella Justice Team believe that good, timely communication during construction will avoid problems and keep the construction process running smoothly.

In addition to weekly progress meetings, executive-level meetings of the LaBella Justice Team and Aroostook County will occur regularly to review decisions, schedule and budget. Whenever input is required by the

County or issues are presented, Young Associates and the rest of the LaBella Justice Team will immediately step forward with facts and recommendations.

Some of our construction phase communication tools include:

- Product Submitted Logs;
- Request for Information Logs;
- Cash Flow Reports;
- Contractor Requisition Reports;
- Mechanical/Electrical Coordination Meetings;
- As-Built Document Monitoring;
- Change Order Logs;
- Operation and Maintenance Manual Logs; and,
- Warranty Logs.

Control and Manage the Schedule.

During the Design Phase, Young Associates will develop a Critical Path Method (CPM) schedule. This schedule will become part of the bid documents, and generally describe to the contractors the time requirements for their work. Upon contract awards, Young Associates will require each Prime Contractor to submit a detailed schedule of their work which will seamlessly mesh with the bid schedule. Integrating all of these prime schedules, the CM will publish a Master Schedule, representing the driving force of the project.

On a weekly basis this schedule will be used to monitor the project, anticipate upcoming



activities and enforce adherence to the program. The schedule will also serve as a tool to help work around bottlenecks and avoid delays.

Control and Manage the Budget.

During construction, changes will happen. Unforeseen items may be encountered, new requirements from COC may be promulgated and new products will need to be integrated into the design. The key to dealing with these issues and having an acceptable end result is to put a process in place to control these items. First of all, the LaBella Justice Team believes in engaging all parties in the discussion of changes, however the County has the ultimate say in how their money is spent. Each change must be evaluated in a cost-versus-worth model, and each change must be fairly priced- that is Young Associate's role. Young Associates has a proven track record for keeping projects under budget and tracking every dollar spent on the project.

Implement Techniques to Achieve High Quality.

Young Associates takes a proactive approach to quality. Mock-ups and prototypes of major portions of work are required. Preconstruction meetings are held prior to every major work activity specifically to discuss schedule, logistics, testing, manpower and levels of quality. Young Associates is also integrated with the job site. Field Personnel insist on reviewing work in place and monitoring key crews and activities. Finally, the entire LaBella Justice Team will insist on quality work in the completed project. Substandard work is rejected and required to be removed from the job site at the contractor's expense. Contractors will be held responsible not just for substandard work replacement, but also for the impacts their failures have on the project, whether financial or schedule driven.

Focus the Contractor on Safety.

Though they cannot dictate a contractor's means and methods, the LaBella Justice Team believes

in project safety. No contractor - whether a prime, sub or sub-sub contractor - will enter the site without an accepted, job-specific safety program on file with the Young Associates. All field personnel are geared to safety issues. Discovery of an unsafe condition will first result in moving individuals away from imminent threats.

Quality Control

- **Takes place continually**
- **Results from quality project management**
- **Project Plan**
- **Experience**
- **Coordination**

High quality design is the result of quality project management. Properly managed projects are carried out efficiently without extensive rework and achieve high quality without compromising tight budgets or schedules. The LaBella Justice Facility Team is a project based organization focused on multi-disciplinary project teams. Quality project management at LaBella begins with these teams and experienced, cross-functional project managers or team leaders.

The LaBella Justice Facility Team will develop and implement a project plan for each design phase. The plan will interpret needs and conceive a strategy for meeting those needs. At each phase, the project plan will translate project requirements into a network of measurable project achievements. The strategy will be translated into tactics through development of a work breakdown structure. Tasks will be described in the work breakdown structure as achievements, not merely as actions. The work breakdown structure will then be used



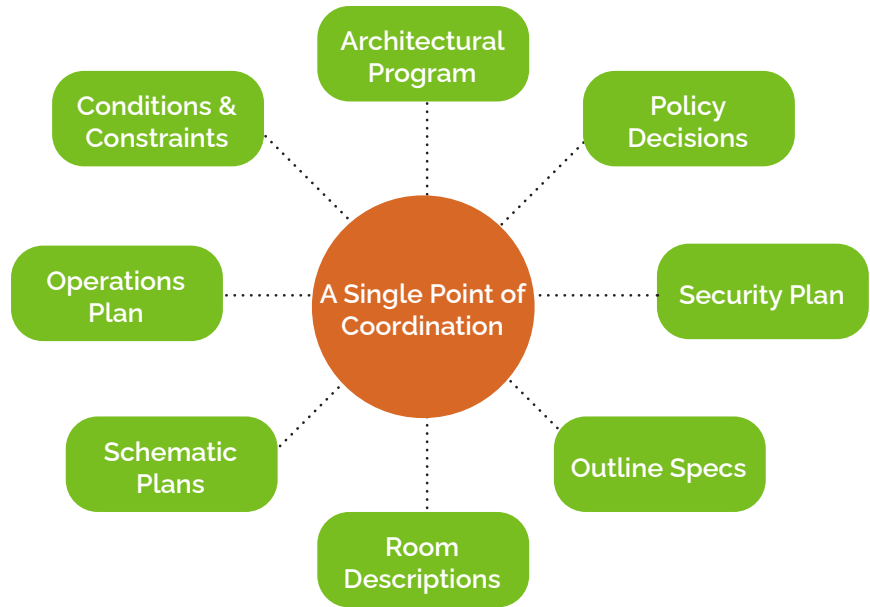
to develop a dependency network of tasks by describing predecessor relationships among tasks. The dependency network of tasks will provide the basis for scheduling and assignments to team members as well as for tracking progress and verification that the intended results have been accomplished.

Developing quality in a specialized facility like the Aroostook County's Jail Facility also requires extensive experience. The LaBella Justice Facility Team specializes in NYS County projects. The LaBella Justice Facility Team and project managers have had extensive experience with New York Counties and with Jail Facility projects throughout New York State. They have the experience to help Aroostook County decision makers distinguish what will work from what won't. Experience will provide an essential foundation for quality in a specialized project like the development of Aroostook County's Jail Facility.

The LaBella Justice Facility Team proposes to rely upon a variety of deliverables throughout this project, some of which will be defined jointly to ensure that they are tailored to meet the specific needs of Aroostook County. However, the project manual in particular is referred to again due to the critical role it plays in the quality process.

Ensuring quality in a specialized, multidisciplinary project like Aroostook County's Jail Facility also requires extensive cross functional coordination. The LaBella Justice Facility Team will rely heavily upon the project manual in this coordination effort. The project manual will be compiled throughout the preliminary design process, beginning with the definition of

The Project Manual



the program and concluding with the completion of the design development. The LaBella Justice Facility Team will document the information developed and decisions made throughout these phases and present them in the form of a project manual. The entire LaBella team will prepare the construction documents in conformance with the information in the project manual, relying upon it as a detailed basis for completion of the bid documents.

The project manual provides a single point of coordination to ensure that all of the information is consistent and easily accessed by those involved. The project manual will be clear, concise and reviewed by all project stakeholders and decision makers prior to the preparation of the bid documents. This approach will also provide Aroostook County the basis to ensure that the final design will be in compliance with the approved program and budget. LaBella Justice Facility Team will monitor preparation of bid documents to verify compliance with the project manual, the

program and the budget.

The project manual is only a single illustration of LaBella Justice Facility Team's commitment to quality and coordination. The manual fosters communication and provides decision makers, team members and others involved with the project information needed to coordinate their efforts, make informed decisions and avoid surprises.

This approach is carried out throughout the entire design and construction process.

Timetable and Schedule

Although The LaBella Justice Facility Team has utilized different approaches on other projects, we initially propose a conventional approach in Aroostook County. Modified approaches used recently on other projects include issuing early bid packages for site preparation, excavation, foundation and related plumbing or electrical and incorporation of pre-fabricated or modular cells. The LaBella Justice Facility Team will take the

initiative to maintain Aroostook County's project schedule.

- The LaBella Justice Facility Team will describe the project throughout as a set of tasks and evaluate their interdependence and sequential relationships. Some tasks must happen before others and the results of some inquiries will obviate the need for others. Some tasks may proceed in parallel, others must follow in sequence. Some tasks should be completed as soon as possible; others must be accomplished no later than a particular date. The LaBella Justice Facility Team will evaluate these relationships and prioritize tasks on the critical path and those requiring an uncertain time to complete. The LaBella Justice Facility Team will proceed in parallel with a variety of tasks wherever feasible.
- Projects such as the Aroostook County Jail Facility project are dynamic and multi-faceted. The LaBella Justice Facility Team will keep Aroostook County and other team members both informed and coordinated. As the project evolves, needless or redundant activities will be identified and abandoned. As information is developed, assignments will be modified to reflect changing priorities.
- The LaBella Justice Facility Team's experience will allow us to be proactive in the acquisition of information, understanding of agency policies and development of innovative approaches. The LaBella Justice Facility Team knows where to get the information, whom to talk to, and how various

constraints may impact potential solutions. The LaBella Justice Facility Team can move quickly and decisively without the delays inherent in "figuring it out."

- In The LaBella Justice Facility Team's experience, the following techniques serve to streamline the project process:
- Development of a mission statement, articulation of a clear vision to guide LaBella Justice Facility Team members, and reliance upon principle centered leadership will streamline the process by providing a foundation for effective team performance. These techniques will allow The LaBella Justice Facility Team to approach Aroostook County's project intelligently, to function as a learning organization, and to maximize our effectiveness. Relying upon these, we • will constantly re-evaluate and "fine tune" our approach as we develop a better understanding of Aroostook County's project requirements. Our goal will be to perform in a responsive manner and to do it right the first time.
- Partnering and the development of appropriate client relationships will also streamline the process. Proper relationships with stakeholders and decision makers facilitate communication and improve our ability to fully comprehend customer needs and sensitivities. The LaBella Justice Facility Team's success in understanding and responding to local priorities relies upon our customer relationship and

effective communication.

- Prompt and effective communication is essential to expedite the project process. While relying upon a team approach, a single individual, supported by a designated backup, will be responsible for all project communications. There will be no confusion as to whom Aroostook County should contact and the left hand will always know what the right is doing.

The development of a new Aroostook County jail is an important, complex project which will impact the County financially, and in other ways, for decades to come. Aroostook County must consider whether or not the selected consultant can provide vital leadership in this process. Without this leadership from the selected consultants, successful accomplishment of the project will be difficult.

Team Leadership

The team assembled by LaBella has the experience and expertise to develop comprehensive and realistic solutions to a wide variety of issues and challenges encountered in a project of this complexity and magnitude. The LaBella team has the extensive planning, program management, design, construction and transition phase experience to guide the county to a successful project conclusion. The entire LaBella team will respond to effective leadership by listening, focusing on client needs, generating good ideas and remaining committed to achieving the best possible results for the project and the client.

David Weller, our Civic & Justice Studio Director, will serve as Project Manager for the Aroostook County Jail project. With leadership experience on over 27 major jail projects and involvement in numerous correctional renovations and master planning efforts, Dave brings both technical expertise and strategic insight to the role. He is adept at coordinating multidisciplinary teams, identifying challenges early, and keeping complex projects on track.

As team leader, David will oversee all project communications, ensuring responsiveness, transparency, and alignment with County priorities. He has a proven ability to keep officials and stakeholders informed

and engaged throughout the decision-making process. LaBella's success in managing projects like this one is rooted in strong client relationships and clear communication—principles that Dave exemplifies through his leadership and collaborative approach.

Conclusion

The LaBella team appreciates the opportunity to submit this project approach for Aroostook County's consideration. The LaBella Justice Facility Team looks forward to meeting with Aroostook County to discuss the new jail project further and is confident in our experience and our ability to deliver to Aroostook County the most successful project possible.





SECTION 6

PROPOSED SCHEDULE

PROPOSED SCHEDULE

Aroostook County Jail Design Services

SUB-PROJECT 1 & 2

	2025		2026											
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
A/E Team Selection Process & Award														
Sub-Project 1 - Site Selection														
Kick-Off Meeting, Scope & Approach discussion														
- Identify, evaluate & compare														
Desktop review of (4) sites														
- Conduct site analysis														
Zoning requirements														
Infrastructure														
Geotechnical														
Utilities / Off-Site Utilities														
Transportation (Public)														
- Prepare Site Selection Report														
Preliminary Site Layouts														
Site Selection Report														
Sub-Project 2-Programming / Concept Design / Referendum Package														
- Refine Space Programming														
- Conceptual Designs & Preliminary Site Layouts														
- Provide referendum materials														
- Finalize Referendum / Public communications Package														
- Presentation to County Commissioners & Public Up to (6) Meetings *														

Footnotes:

Design time could be impacted by County and State approval durations, scope of work, utilities, etc.

Geotechnical review / analysis time could be impacted by supply-chain issues and winter weather.

Final schedule dates to be reviewed and negotiated with Aroostook County.

PROPOSED SCHEDULE

Aroostook County Jail Design Services

SUB-PROJECT 3

	MONTH															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Schematic Design (After Referendum Approvals)																
- Schematic Design																
- Code Review updated																
- Updated Schedule																
- Estimate / Report																
- County Approval / Review *																
Design Development Phase																
- Design Development Documents																
- Code Review updated																
- Updated Schedule																
- Estimate / Report																
- County Approval / Review *																
Construction Document Phase																
- Construction Documents																
- Finalize Code Review																
- Estimate																
- County Approval / Review *																
Bid Phase																
- Bid Documents available																
- Permit submission																
- Site Walkthrough / visit																
- Addendum(s)																
- Bids Received																
Project Award																
- Descope, Award, and contracts																
Construction Start - Schedule TBD																

Footnotes:

Design time could be impacted by County and State approval durations, scope of work, utilities, etc.

Geotechnical review / analysis time could be impacted by supply-chain issues and winter weather.

Final schedule dates to be reviewed and negotiated with Aroostook County.



SECTION 7 **FEES**

MANHOUR ESTIMATE FEE SUMMARY

Tasks	Principal	Project Manager	Project Architect	Architectural Technician	Interior Design	Civil Designer	Sr. Civil Engineer	Structural Designer	Sr. Structural Engineer	Mechanical Designer	Sr. Mechanical Engineer	Electrical / Security Engineer	Electrical Designer	Sr. Plumbing Engineer	Plumbing Designer	Total Hours	Fees
Site Selection																	
Kick-Off Mtg & Identify, evaluate and compare potential sites with the County	16	16														32	\$6,400.00
Coordinate site analysis		8														8	\$1,520.00
Assist with potential site layout opportunities	1	8														9	\$1,730.00
Assist with site selection report and recommendations	2	8		8												18	\$2,700.00
Total Hours By Phase	19	40	0	8	0	0	0	0	0	0	0	0	0	0	0	67	
Total Fees by Rate Category	\$3,990	\$7,600	\$0	\$760	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Totals By Discipline by Phase	\$12,350				\$0	\$0		\$0		\$0		\$0		\$0			\$12,350
Programming / Concept Design / Referendum Package																	
Refine square-foot space program	32	32														64	\$12,800.00
Develop macrolevel concept site and building layout	4	24					8									36	\$6,600.00
Prepared visual materials, renderings, diagrams etc. for presentations	8	40	40													88	\$15,280.00
Coordinate and review concept cost estimate	2	4														6	\$1,180.00
Assemble and coordinate final concept design and referendum package	8	24	40	20			8									100	\$15,340.00
Prepare & present findings to Commissioners & Public -(6) In-Person Mtgs	96	96	40	80												312	\$52,000.00
Total Hours By Phase	150	220	120	100	0	0	16	0	0	0	0	0	0	0	0	606	
Total Fees by Rate Category	\$31,500	\$41,800	\$18,000	\$9,500	\$0	\$0	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Totals By Discipline by Phase	\$100,800				\$0	\$2,400		\$0		\$0		\$0		\$0			\$103,200
Schematic Phase 30% Documents																	
Design Approach & Discipline Narrative	20	200	150	40	40		8		4	60	100	100	40	80	40	882	\$136,300.00
Proposed Products / Catalog Cuts	10	35	80	40	24					40	40	16	40	12	20	357	\$49,970.00
Develop Plans, Elevations, Sections & Design Details	10	40	100	200	80		8		4	100	80	80	40	40	40	822	\$108,600.00
Review Estimate & Schedule	4	24	0	0	24					8	16	24	16	24	8	148	\$22,320.00
County Review, Page Turn and Approval Process	24	24	10	0	0					16	16	40	16	24	16	186	\$29,940.00
County Public Presentation	24	24	8	40	0					0	4	0	0	0	0	100	\$15,200.00
Final Schematic Report Documents	20	100	310	250	100		8		4	180	100	100	100	100	100	1472	\$199,450.00
Total Hours By Phase	112	447	658	570	268	0	24	0	12	404	356	360	252	280	224	3967	
Total Fees by Rate Category	\$23,520	\$84,930	\$98,700	\$54,150	\$32,160	\$0	\$3,600	\$0	\$1,800	\$46,460	\$53,400	\$66,600	\$31,500	\$38,200	\$25,760		
Totals By Discipline by Phase	\$261,300				\$32,160	\$3,600		\$1,800		\$99,860		\$98,100		\$64,960			\$561,780
Design Development Phase 60% Documents																	
DD Plans & Details	20	200	300	400	100		8		8	400	200	200	400	150	200	2586	\$346,600.00
DD Specification	10	100	160	80	80					150	80	80	150	80	100	1070	\$147,800.00
Phasing & Schedule Development	10	40	11	0	0					0	8	8	0	8	0	85	\$15,150.00
Review DD Estimate & Value Engineering Options	8	32	15	0	8					24	24	24	8	16	0	159	\$25,010.00
County Review, Page Turn and Approval Process	8	32	32	20	40					24	48	48	24	48	24	348	\$50,580.00
County Public Presentation	24	24	80	40	24					0	24	24	0	0	0	240	\$36,320.00
Finalize DD Notebook & Documents	80	440	370	300	100		8		8	220	100	120	200	80	150	2176	\$314,750.00
Total Hours By Phase	160	868	968	840	352	0	16	0	16	818	484	504	782	382	474	6664	
Total Fees by Rate Category	\$33,600	\$164,920	\$145,200	\$79,800	\$42,240	\$0	\$2,400	\$0	\$2,400	\$94,070	\$72,600	\$93,240	\$97,750	\$53,480	\$54,510		
Totals By Discipline by Phase	\$423,520				\$42,240	\$2,400		\$2,400		\$166,670		\$190,990		\$107,990			\$936,210
Construction Document Phase 100% Documents																	
Develop Final CD Drawings & Details	20	300	400	400	200		8		8	400	200	200	350	200	300	2986	\$404,850.00
Develop Final CD Specification	10	150	200	80	100					250	80	80	100	100	200	1350	\$185,250.00
Review Final CD Estimate & Bid Alternates	10	24	16	0	16					16	24	24	8	24	0	162	\$25,220.00
County Review, Page Turn and Approval Process	24	40	80	0	40					40	24	24	12	24	40	348	\$51,540.00
Final Edits and Production of CD Documents	24	600	740	800	400		24		8	400	200	200	300	200	260	4156	\$567,240.00
Total Hours By Phase	88	1114	1436	1280	756	0	32	0	16	1106	528	528	770	548	800	9002	
Total Fees by Rate Category	\$18,480	\$211,660	\$215,400	\$121,600	\$90,720	\$0	\$4,800	\$0	\$2,400	\$127,190	\$79,200	\$97,680	\$96,250	\$76,720	\$92,000		
Totals By Discipline by Phase	\$567,140				\$90,720	\$4,800		\$2,400		\$206,390		\$193,930		\$168,720			\$1,234,100
Bidding Phase																	
Prepare all Advertising Copy to be Printed & Posted	2	24	12	0	0					0	0	0	0	0	0	38	\$6,780.00
Printing & Document Distribution Process, Answer Questions & Issue Addendums	4	24	24	0	10					30	24	24	20	20	10	190	\$28,140.00
Participation in the Bid Opening Process	4	16	0	0	0					0	0	0	0	0	0	20	\$3,880.00
Bid review, Evaluation & Recommendation for Award	4	40	24	0	8					0	20	20	0	20	0	136	\$22,500.00
Generation of all AIA Documents for Contractors	0	40	24	24	0					0	0	0	0	0	0	88	\$13,480.00
Total Hours By Phase	14	144	84	24	18	0	0	0	0	30	44	44	20	40	10	472	
Total Fees by Rate Category	\$2,940	\$27,360	\$12,600	\$2,280	\$2,160	\$0	\$0	\$0	\$0	\$3,450	\$6,600	\$8,140	\$2,500	\$5,600	\$1,150		
Totals By Discipline by Phase	\$45,180				\$2,160	\$0		\$0		\$10,050		\$10,640		\$6,750			\$74,780
Construction Administration Phase																	
Review of Shop Drawings & All Request for Information (RFI's)	20	200	400	200	100		24		16	300	100	100	200	200	100	1960	\$271,700.00
Bi-Weekly Jobsite Meetings (Assumes 24 months)	100	300	400	0	100					100	80	40	100	80	100	1400	\$216,100.00
Coordination of all RFI, Bulletins, Supplemental Instructions	40	200	400	200	40					40	100	80	20	40	8	1168	\$173,620.00
Participation in Owner, Contractor, MEP, Site Issues Meetings	40	100	200	0	40					20	80	40	40	40	8	608	\$95,420.00
Develop Punchlists, Assist with Close-Out and Coordinate Req Training	0	100	200	0	200					40	80	40	80	40	8	788	\$113,520.00
Assist with Final Substantial/Final Completion Process & Documents	4	100	100	40	40					20	40	40	40	20	0	444	\$66,940.00
Total Hours By Phase	204	1000	1700	440	520	0	24	0	16	520	480	340	480	420	224	6368	
Total Fees by Rate Category	\$42,840	\$190,000	\$255,000	\$41,800	\$62,400	\$0	\$3,600	\$0	\$2,400	\$59,800	\$72,000	\$62,900	\$60,000	\$58,800	\$25,760		
Totals By Discipline by Phase	\$529,640				\$62,400	\$3,600		\$2,400		\$131,800		\$122,900		\$84,560			\$937,300
Total Project Hours by Rate Category	578	3573	4846	3154	1914	0	96	0	60	2878	1892	1776	2304	1670	1732	26473	
	2%	13%	18%	12%	7%	0%	0%	0%	0%	11%	7%	7%	9%	6%	7%		
2025 to 2028 Labor Rates	\$210	\$190	\$150	\$95	\$120	\$95	\$150	\$115	\$150	\$330,970	\$283,800	\$185	\$125	\$140	\$115		
	\$121,380	\$678,870	\$726,900	\$299,630	\$229,680	\$0	\$14,400	\$0	\$9,000	\$614,770		\$328,560	\$288,000	\$233,800	\$199,180		
	\$1,826,780				\$229,680	\$14,400		\$9,000				\$616,560		\$432,980			
	Architecture & PM		Interiors		Civil		Structural		HVAC		Electrical & Security		Plumbing & Fire Protection				

Sub-Project 1: Site Selection Phase Fees	
Sebago Technics	\$27,725
Sub-Total	\$27,725
Reimbursable	\$3,000 Assume 2 trips x 2 people
LaBella Fees Above	\$12,350
Site Selection Phase Fees	\$43,075
Sub-Project 2: Programing / Concept Design / Referendum Pkg Fees	
Sebago Technics	\$32,125
Justice Planners	\$73,450
YA Group Concept Estimate	\$30,000
Sub-Total	\$135,575
Reimbursable	\$18,000 Assume 6 trips x 2 people
LaBella Fees Above	\$103,200
Program/Concept Design/Referendum Phase Fees	\$256,775
Sub-Project 3: Full Design & CA Phase Fees	
SW Cole Geotechnical	\$107,000
Lincoln/Haney Eng - Structural	\$488,600
Sebago Technics	\$321,494
YA Group (3) Estimate	\$223,000
YA Group Value Engineering Estimates	\$10,000 Allowance
Record Drawings	\$10,000
Sub-Total	\$1,160,094
Reimbursable Design	\$36,000 Assume 12 trips x 2 people
Reimbursable Construction	\$72,000 Assume 24 trips x 2 people
LaBella Fees Above	\$3,182,390
Full Design & CA Phase Fees	\$4,450,484

NOTES:
Allowances - These are placeholder amounts for LaBella and the County to work against. Only the actual amount will be invoiced to the County. If the services exceed this allowance then LaBella will be entitled to additional compensation from the County.

- Not Included Services**
- Sub-Surface Environmental Testing, Design / Remediation
 - Wildlife studies
 - Archaeological investigations
 - Photometric, site lighting studies
 - High intensity soil surveys
 - Construction layout services
 - Off-site utilities design enhancements
 - Stormwater management during construction
 - Moving Expenses
 - Cleaning Supplies
 - Maintenance Equipment Design
 - Construction Management Services
 - Sustainability LEED / Well Design
 - Building Code Special Inspections
 - Cx Commissioning Inspections / Verifications

Project Assumptions

This fee proposal is based on the American Institute of Architects form of agreement between Owner and Architect AIA B132-2019

Fees are based on the investigation of 4 potential sites during the site selection phase

The following 4 estimates will be provided: concept, schematic, design development & construction document

Proposal assumes a total of 1 bid packages for the project.

The proposal assumes a total of 5 prime contracts

The construction phase services are based on 24 months of construction

This proposal assumes a facility that will accommodate between 180 beds and will be approximately around 105,000 square feet. If through the design and approval process the project exceeds these limits by more than 10% then LaBella Associate's will have the opportunity to negotiate additional fees for the project if needed.





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