

AROOSTOOK COUNTY

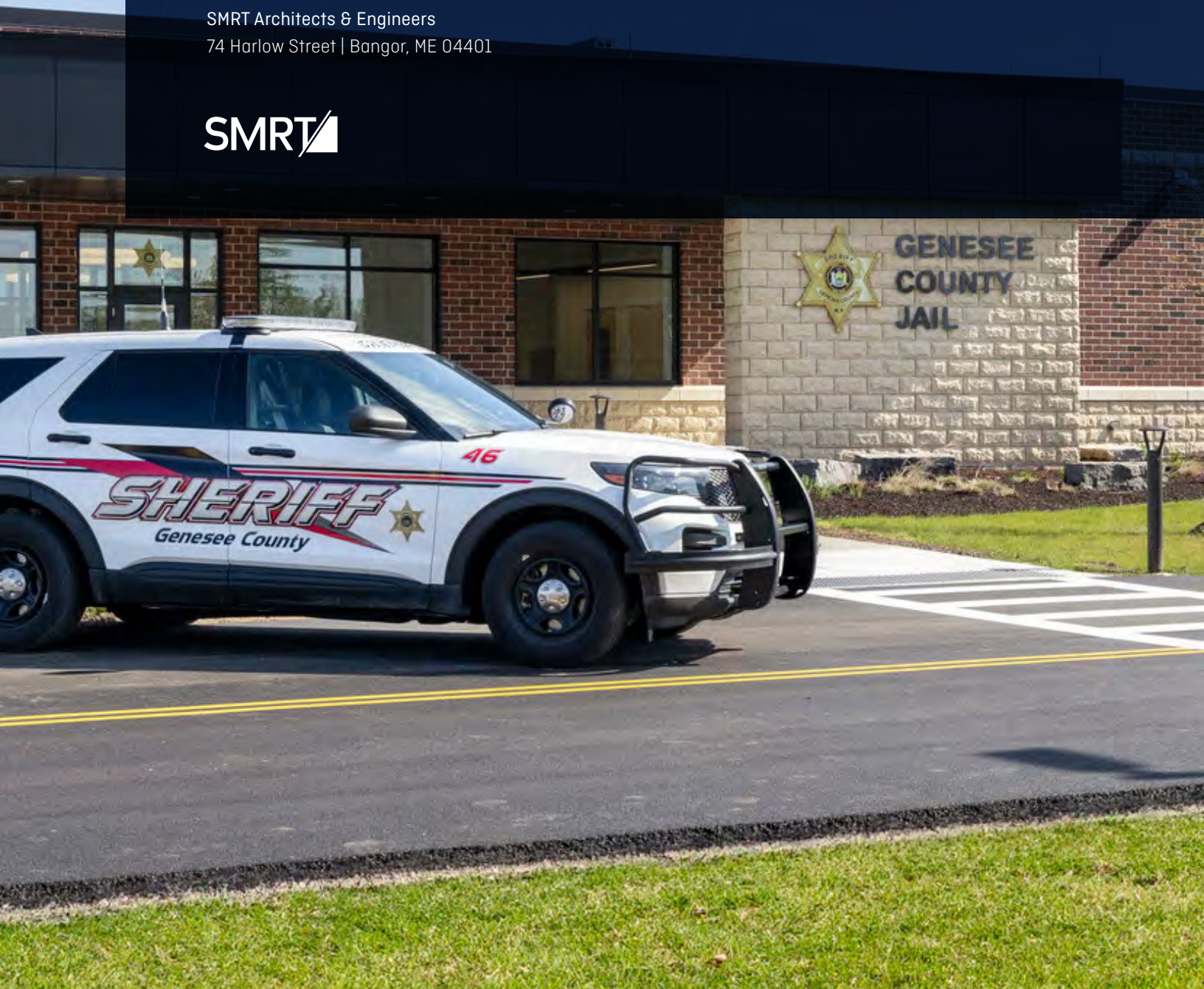
Architectural & Engineering Services for the Design & Construction of a New Aroostook County Jail Facility

November 3, 2025

SUBMITTED BY:

SMRT Architects & Engineers

74 Harlow Street | Bangor, ME 04401





November 3, 2025

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

Dear Ryan,

We are pleased to be considered for this opportunity to assist Aroostook County in the planning and design of a contemporary jail facility that will continue to serve the community for years to come. This is a critical step toward a secure, compliant, and more efficient facility that will enhance and meet the evolving needs of everyone in The County.

Local expertise and established relationships. As a legacy Maine firm founded in Portland in 1884, we bring over 140 years of continuous service to communities across the state, including those in rural areas. We understand the unique character and needs of counties like Aroostook, and we take pride in contributing to projects that strengthen the fabric of our state. Our local team of planners, architects, and engineers, all with unique experience in secure environments, will provide reliable expertise and clear guidance throughout all phases of your project.

Through our long-standing relationship with the Maine Department of Corrections, we have developed a successful working relationship with key members of the state system, which will benefit you by expediting their feedback and allowing us to anticipate their positions.

Referendum and public communication expertise. SMRT brings a proven track record of success in guiding counties through the referendum process for justice facility projects in Maine, across New England, and beyond. We understand the unique challenges of securing public support for correctional infrastructure and have consistently delivered referendum packages that are clear, compelling, and community focused. From refining space programming based on local needs assessments to producing referendum-ready visual materials—including renderings, diagrams, and cost narratives—we help counties communicate their vision effectively. Our collaborative approach and deep understanding of public engagement have contributed to multiple voter-approved jail projects, reinforcing our reputation as a trusted partner in civic development.

Notably, SMRT supported Somerset County, Maine, in developing a comprehensive referendum strategy for its correctional facility and sheriff's department, which included tailored messaging, community presentations, and visual storytelling that resonated with voters. Similarly, for the Two Bridges Regional County Jail, we worked closely with county officials and stakeholders to craft a referendum package that addressed regional concerns and emphasized operational efficiency and long-term value—ultimately helping secure public approval for the project.

We will provide an efficient and seamless process throughout the entire phased project. The County intends to proceed in three distinct sub-project phases, and our team is prepared to support each phase with continuity and clarity. Our transparent approach will begin with comprehensive due diligence, planning, and programming, offering comparisons on construction typologies, building systems, and long-term costs. We will deliver a clear path forward that ensures the County and your constituents fully understand where taxpayer monies are being allocated and the reasons behind these decisions. Our engineers will present building system options in easy-to-understand graphical formats, making complex data accessible and straightforward.

The majority of our correctional facility work is with rural, smaller, cash-strapped counties. We understand the anxiety surrounding the high cost of these facilities and the unavoidable comparison with other critical needs within each county budget. Our team is committed to delivering a streamlined process and designing an efficient facility that is cost-effective to construct and operate for years to come.

A new county jail is an undertaking of considerable magnitude. We are enthusiastic about guiding the County through this phased process. We thank you for your careful consideration of our proposal and look forward to discussing our approach in more detail.

Sincerely,



Graham Vickers, AIA, NCARB
Senior Principal
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Nicholas Hادياريس, PE, DBIA, LEED AP BD+C
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MAINE CORRECTIONAL CENTER

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Our fully integrated design & planning team provides:

- ARCHITECTURE
- COMMISSIONING
- ENGINEERING
- INTERIOR DESIGN
- PLANNING
- SITE DESIGN
- SUSTAINABLE DESIGN

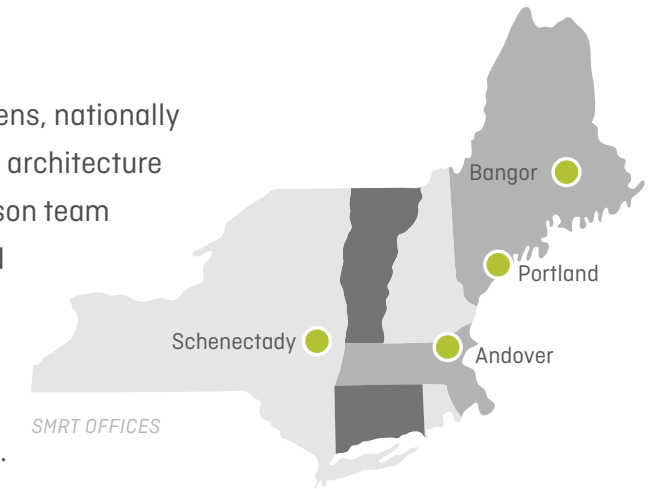


Company Overview

SMRT Architects & Engineers

SMRT's roots reach back to 1884, when John Calvin Stevens, nationally acclaimed for his "shingle style" designs, established his architecture firm in Portland, Maine. 141 years later, we are a 120-person team of architects, engineers, interior designers, planners, and professionals committed to solving problems through design and positioning our clients for success. We build lasting relationships and friendships with business partners because we consistently deliver positive results. Our clients come to us with big opportunities, one-of-a-kind challenges, hard deadlines, and limited budgets.

This is where we thrive.



Correctional & Public Safety Design

Decades of experience with all levels of government. SMRT's justice and public safety design team has worked with local, state, and federal clients for over 30 years, including more than 6,000 beds at more than 25 facilities, comprising jails, prisons, juvenile facilities, reentry centers, and facilities designed for women and those with special needs.

Innovative facility design. SMRT pioneered the direct supervision model, advancing correctional design. Today, we solve the 21st-century challenges faced by the full range of justice facilities: delivering efficient, sustainable, high-performance buildings that reduce operating costs while incorporating trauma-informed principles to create welcoming and therapeutic spaces. Our facilities incorporate a wide range of sustainable building practices and materials designed and engineered by LEED-accredited professionals in every discipline. Our work focuses on societal sustainability goals by advancing restorative justice principles.

Comprehensive justice solutions. SMRT's justice portfolio includes a balanced mix of new facilities and deferred maintenance/renovation projects. We have extensive experience with aging facilities and understand their unique needs. At the same time, our expertise in applying operational efficiencies to new and contemporary facilities allows us to approach new projects with a comprehensive understanding and innovative solutions. We hold term maintenance contracts with many counties, a majority of Northeastern states, and the Federal Bureau of Prisons.

We will bring you our knowledge of all current products and technologies used in correctional environments, including security systems, post-pandemic air distribution strategies, and vacuum plumbing systems.

Compliance with the Maine Department of Corrections (DOC) standards. SMRT has been a trusted advisor to the Maine Department of Corrections for over two decades. Throughout this timeframe, we have completed multiple projects at the Maine Correctional Center. These projects include a new women's unit, inclusive of many inmate services located between existing operational housing units, a new reentry facility outside of the perimeter, and various maintenance and renovation projects. SMRT is currently working through a full facility phased renovation

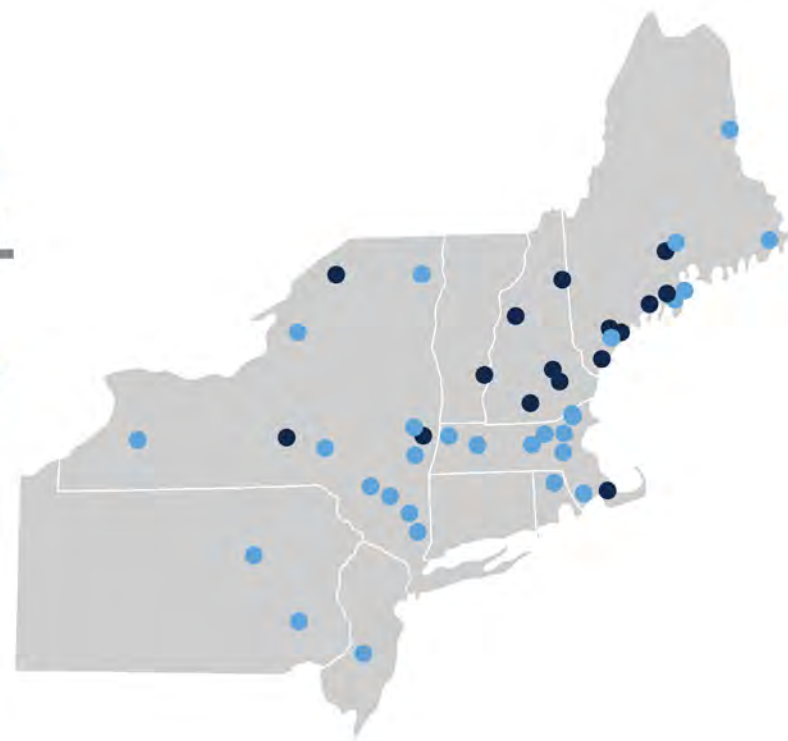
at the MCC campus including a new 240-bed housing unit, a new programs building, a new medical facility that includes mental health housing, various additional buildings, renovations, and strategic demolition of outmoded buildings. Through a Construction Manager delivery method, this project involves multiple packages, temporary provisions, and sequential phases.

Award-winning design. SMRT's justice team is nationally recognized for the innovative design of secure, functional, and efficient facilities. This expertise includes needs assessments, feasibility studies, programming, and design services for new and renovated facilities of all sizes and security levels. Several of our justice projects have been recognized for design excellence by the American Institute of Architects (AIA) and other organizations, including:

- New York State Sheriff's Institute Sheriff Ron Spike Summer Camp & Wellness Center, AIA Eastern New York Design Award, Unbuilt, 2025
- Genesee County Jail, Genesee Valley Branch of the American Public Works Association Project of the Year Award, Structures Category, 2024
- Maine Department of Corrections, Southern Maine Women's Reentry Center, AIA Academy of Architecture for Justice, Justice Facilities Review Design Excellence Award, 2019
- The Long Creek Youth Development Center, AIA Academy of Architecture for Justice, Justice Facilities Review Design Excellence Award, 2007
- Merrimack County Jail and House of Corrections - The project was selected for publication in the 2004-2005 AIA Justice Facilities Review, which is part of a juried design awards program by the AIA Academy of Architecture for Justice.

SMRT has led **100+**
CORRECTIONAL
PROJECTS
in the **NORTHEAST**
REGION

- RENOVATIONS/ADDITIONS TO OPERATING FACILITIES
- NEW FACILITIES



The county and state client list below and the projects on the following pages highlight SMRT's relevant experience that will provide strong benchmarks to help guide the design and referendum processes for the Aroostook County Jail.

SELECT PROJECT LIST

- (Albany County) Capital District Juvenile Detention Center, NY
- **Aroostook County Jail & Sheriff Department, ME**
- Bristol County Sheriff's Office, MA
- Carroll County Jail, NH
- Cheshire County Jail, NH
- Cortland County Jail & Sheriff's Department, NY
- **Cumberland County Jail & Sheriff's Department, ME**
- Donald W. Wyatt Detention Facility, RI
- **Downeast Men's Reentry Center, ME**
- Genesee County Jail, NY
- Grafton County House of Corrections & Sheriff's Department, NH
- Greene County Jail and Sheriff's Department, NY
- **Knox County Jail & Sheriff's Department, ME**
- **Long Creek Youth Development Center, Various Projects, ME**
- Mackinac County Jail Needs Assessment, MI
- **Maine Correctional Center, Various Projects, ME**
- Massachusetts Correctional Institute, Norfolk, MA
- Massachusetts Correctional Institution Shirley New Food Service Building, MA
- Merrimack County Jail & House of Corrections, NH
- Mountain View Youth Development Center, ME
- New Hampshire Correctional Facility for Women, NH
- New York State Sheriffs' Institute, NY
- Northern New Hampshire Correctional Facility, NH
- Otsego County Jail, NY
- **Somerset County Correctional Facility & Sheriff's Department, ME**
- **Southern Maine Women's Reentry Center, ME**
- St. Lawrence County Jail, NY
- **Two Bridges Regional County Jail, ME**
- **Warren Adult Correctional Facility, ME**
- Washington County Jail & Sheriff's Department, NY
- Yates County Public Safety Facility, NY
- **York County Jail & Sheriff's Department, ME**

** Highlighted projects included referendum services.*



WISCASSET, MAINE

Two Bridges Regional Jail

SMRT initially began working with Lincoln County to conduct a feasibility analysis and review of their existing county jail located in Wiscasset, Maine. When it was determined that Lincoln County needed a new facility, they approached Sagadahoc County about a possible regional jail. SMRT then began working with Pulitzer/Bogard and Associates to develop programming and design concepts for a regional jail.

In 2004, SMRT was selected as the architect/engineer for the design of the new multicounty Jail. The new jail is a 120-bed facility with expansion capability for up to 170 inmates.

The facility utilizes the “direct supervision” management concept. The architecture and staffing patterns are organized to allow officers to supervise inmates continuously and directly to promote positive behavior models. General population housing units for males and females are operated under direct supervision. The other specialized units are operated under remote surveillance, whereby staff can observe inmates on an intermittent direct-supervision basis. Each housing unit contains functions, including dining and outdoor recreation, classrooms, interview, and multipurpose spaces to minimize required inmate movement through the facility. Centrally located programs and support services are available to the inmates, including medical screening, programs, visiting, and a library.

COMPLETION 2007

SQUARE FEET 92,000

BED COUNT 120

PROJECT RELEVANCE

- Maine jail standards
- Assistance with referendum process
- Designed for optimum staffing efficiency
- Secure environment
- New construction

TEAM

Arthur Thompson, Principal-in-Charge
 Dennis Morin, Architect
 Mark Estabrook, Job Captain

WINDHAM, MAINE

Maine Correctional Center Renovation & Construction

This significant, campus-wide project was the final step of SMRT’s initial master planning efforts, which began in 1997.

The \$132,000,000 reconstruction was a phased project including 13 separate building projects of various sizes and complexity. The overall project planning included not only operational planning for the final build-out but also intermittent plans to run the facility with ongoing construction. This included managing various stages of relocation as separate areas were rebuilt and renovated.

This project created new state-of-the-art facilities that can house up to 979 prisoners, with a range of needed programmatic and treatment services. The facilities include medical and mental health treatment spaces as well as a new central utility plant. The reconfiguration is the culmination of a system-wide transformation to a forward-thinking, rehabilitation-focused operational model. Additionally, the facilities are substantially more cost-efficient to operate.

COMPLETION 2025 (estimated)

SQUARE FEET 304,186

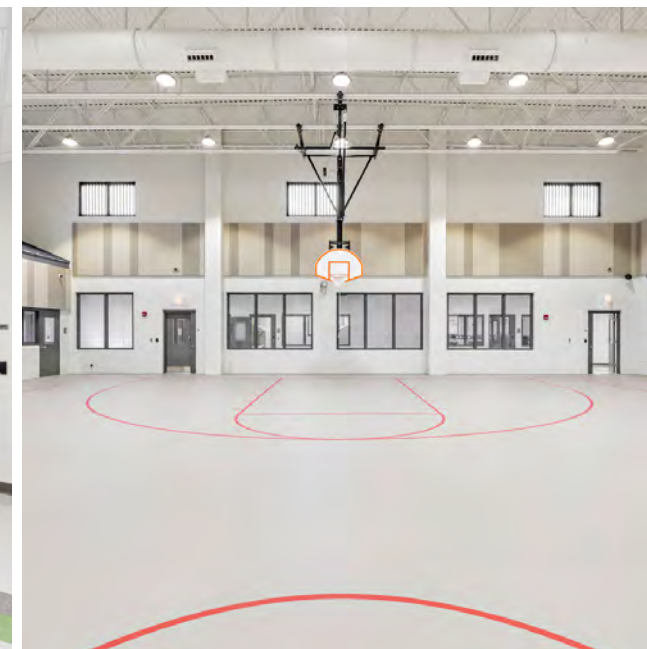
BED COUNT 662

PROJECT RELEVANCE

- Replacement of aging facility
- Assistance with referendum process
- SMRT completed the feasibility study
- Phased to minimize cost and operations disruption
- Renovation and new construction
- Secure environment
- High-performance building system

TEAM

Arthur Thompson, Architect
 Dennis Morin, Project Manager, Architect
 Graham Vickers, Principal-in-Charge
 Kerry Dineen, Fire Protection Engineer
 Mark Estabrook, Correctional Designer
 Peter Rand, Structural Engineer



MACHIASPORT, MAINE

Downeast Men's Reentry Center

The new Downeast Men's Reentry Center provides transitional housing for 48 "community release" status men finishing their sentences with the Maine Department of Corrections. This normalized, residential, non-secure facility includes programmatic, educational, and support spaces as well as residential-scale living spaces.

Located on the site of the former Downeast Correctional Facility, the Reentry Center offers ample and varied employment with on-the-job training opportunities to the residents while supporting regional seasonal industries. Finishes and furnishings balance the need for long-term durability and maintainability with the desire to provide a normalized environment to assist the residents in their transition to life on the outside. Sleeping areas are organized around cohorts of eight residents that share employment, schedules, and support programming. Efficient layouts offer flexibility for a broad range of uses and future needs, all while balancing the need for efficient supervision and staffing.

COMPLETION 2021

SQUARE FEET 9,680

BED COUNT 48

PROJECT RELEVANCE

- Replacement of aging facility
- Assistance with referendum process
- Compliance with Maine DOC standards
- New construction
- Sustainability design features include a reused building, passive ventilation, solar, and wood framing

TEAM

Arthur Thompson

Dennis Morin, Principal-in-Charge

Graham Vickers, Project Architect

Kerry Dineen, Mechanical Engineer

Mark Estabrook, Architectural Designer



MADISON, MAINE

Somerset County Jail

The Somerset County Jail was designed for double-bunking to a total capacity of 200 individuals. Support spaces have been programmed and designed to support a future addition of 100 beds. Program areas include male and female housing units for minimum and maximum security, psychiatric, and the general population.

The Somerset County Law Enforcement Center is housed in a separate 12,500-square-foot area directly off the main entrance. The Department includes offices and interview rooms, evidence processing and storage, training, locker and fitness rooms, and a staff break room. The facility has a large meeting room off the lobby that the public can use. Booking and holding are located in the 3,600-square-foot jail intake and release area.

COMPLETION 2009

SQUARE FEET 93,000

BED COUNT 177

PROJECT RELEVANCE

- Maine jail standards
- Assistance with referendum process
- Designed for optimum staffing efficiency
- Secure environment
- New construction

TEAM

Arthur Thompson, Architect

Dennis Morin, Senior Architect

Mark Estabrook, Architectural Designer

BATAVIA, NEW YORK

Genesee County Jail

In a transformative move, Genesee County set a new standard in justice and rehabilitation with a new correctional facility that replaces a 120-year-old jail. In addition to aging infrastructure, Genesee County was also facing the pressing challenges of overcapacity and the costly necessity of housing inmates in neighboring counties, far from their families and service providers.

Following a comprehensive demographic trend and needs assessment conducted by SMRT in 2017, the new 184-bed facility is designed to address capacity issues and provide enhanced programming, focusing on education, wellness, rehabilitation, and treatment. Each of the four housing pods has up to five sub-dayroom separations within them, allowing flexibility to meet different population and classification needs, and the ability to contract to fewer pods while maintaining separation requirements. The layout is optimized for maximum visibility and operational efficiency, minimizing staffing needs by allowing a single correctional officer to monitor both the main dayroom and sub-dayrooms. Personal laundry and nourishment facilities within each pod instill a sense of independence, while movable furnishings and a variety of spaces promote a degree of normalcy.

The facility includes a central arraignment room strategically located to provide a secure environment for on-site court proceedings accessible from the front lobby. The design team also worked closely with Genesee Justice – a unique division of the Sheriff’s office that provides restorative justice and victim assistance services. The new facility includes a designated office suite for the program within the jail’s administrative area, as well as interview rooms located throughout the public and secure areas of the building.

COMPLETION 2024

SQUARE FEET 101,377

BED COUNT 184

PROJECT RELEVANCE

- Replacement of aging facility
- New construction
- Full demographic and bed-needs analysis
- Jail, arraignment court, administrative spaces
- Secure environment
- High-performance building systems

TEAM

- Arthur Thompson, Architect
- Dennis Morin, Senior Architect
- Graham Vickers, Principal-in-Charge
- Kerry Dineen, Fire Protection Engineer
- Lance Lowell, Project Manager
- Lura Wade, Telecommunications Designer
- Mark Estabrook, Job Captain
- Peter Rand, Structural Engineer



COXSACKIE, NEW YORK

Greene County Jail & Sheriff’s Department

The desire to replace a more than 100-year-old, deteriorating facility with a contemporary, rehabilitation-focused environment was the driver behind this project. This contemporary New York County jail was designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The Greene County Jail includes a variety of housing pods, sizes, and configurations to accommodate their demographic, classification, and programmatic needs. SMRT provided programming, design, and construction administration services for this roughly 90,000-square-foot facility. In addition to their direct jail needs, this facility includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the Sheriff’s Department and County needs.

COMPLETION 2022

SQUARE FEET 90,000

BED COUNT 80

PROJECT RELEVANCE

- Replacement of aging facility
- New construction
- Jail, sheriff’s department
- Secure environment
- Sustainable design
- Compliance with NYCOC Standards for Direct Supervision County Jail
- Ample space for educational and rehabilitative programming
- Building performance exceeds New York State NYSERDA certification standards

“SMRT provided full design services for our new \$60 million county jail facility, including all design disciplines, from pre-architectural planning through construction administration. SMRT demonstrated exceptional expertise and professionalism in designing the jail facility. Their innovative approach balanced functionality, safety, and modern design, meeting the unique needs of our community and law enforcement.”

—Laura Wadhams, Commissioner of Public Works

TEAM

- Arthur Thompson, Architect | Dennis Morin, Project Manager | Graham Vickers, Principal-in-Charge
- Ken Costello, Landscape Architect | Kerry Dineen, Fire Protection Engineer | Lance Lowell, Architectural Designer
- Lura Wade, Electrical Engineer | Mark Estabrook, Correctional Designer | Peter Rand, Structural Engineer

KEENE, NEW HAMPSHIRE

Cheshire County Jail

SMRT provided planning and design services for a new 225-bed, 92,000-square-foot correctional facility housing minimum, medium, and maximum custody inmates. The facility was carefully designed to utilize a difficult hillside site while not compromising interior sight lines and security. Proximity to Keene facilitates access to community resources that provide re-entry training opportunities. Core support facilities, including food service, laundry, and visitation, were planned to accommodate an additional 120 inmates. Video visitation is utilized extensively, minimizing inmate movement and permitting remote visitation in this rural county. The new facility was designed to LEED Silver standards. Sustainable features include a ground source geothermal system for heating and cooling, high-efficiency gas-fired condensing boilers, digital controls, multiple internal lighting controls, extensive use of daylighting, and LED site lighting.

COMPLETION 2011

SQUARE FEET 86,400

BED COUNT 225

PROJECT RELEVANCE

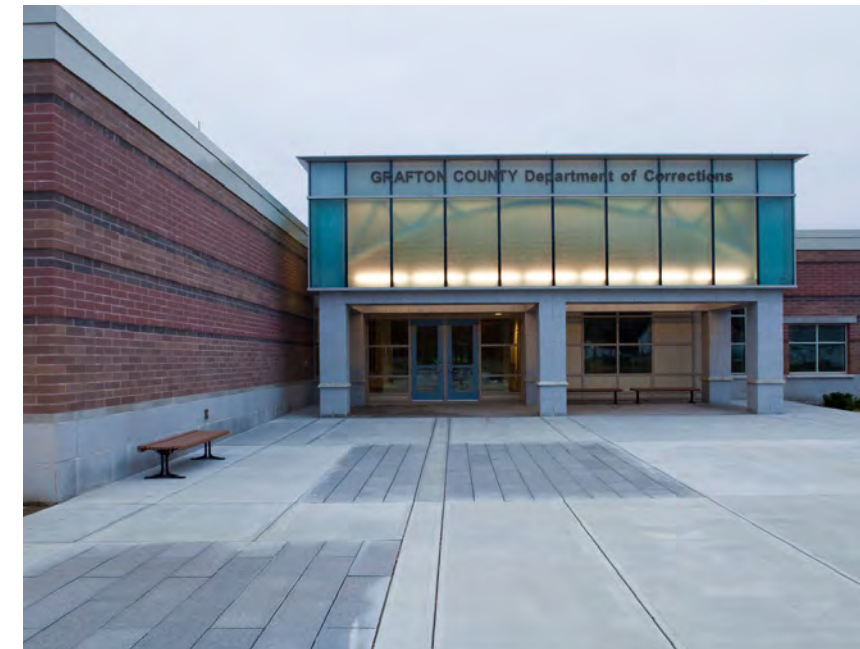
- New construction
- Secure environment
- Sustainability focus – LEED Silver

TEAM

Arthur Thompson, Principal-in-Charge

Dennis Morin, Job Captain

Mark Estabrook, Correctional Designer



NORTH HAVERHILL, NEW HAMPSHIRE

Grafton County House of Corrections

SMRT provided a needs assessment, architectural and operations programming, and design for the county jail located on the existing county campus and physically attached to the existing courthouse. As part of the larger project, the courthouse was improved with an addition that enhances security and facilitates safe inmate movement. The initial design capacity accommodates 150 inmates (118 male and 32 female) plus four medical and three crisis beds. The building systems infrastructure, including mechanical, electrical, kitchen, and laundry, are designed to accommodate future additions to the expanded capacity for 286 inmates. SMRT used a value engineering approach to achieve operational savings and sustainability priorities, including geothermal heating and cooling, high-efficiency gas-fired condensing boilers, heat recovery systems, and daylighting.

COMPLETION 2012

SQUARE FEET 110,000

BED COUNT 150

PROJECT RELEVANCE

- Courthouse and Jail
- Renovation and new construction
- Secure environment
- Sustainability focus

TEAM

Arthur Thompson, Project Architect

Mark Estabrook, Correctional Designer

FORT FAIRFIELD, MAINE

Fort Fairfield Land Port of Entry

The Fort Fairfield Land Port of Entry (LPOE) modernization project is part of the U.S. General Services Administration's initiative to upgrade critical border infrastructure across the northern United States. The project aims to replace the outdated 1933 facility with a modern, secure, and sustainable port that meets the operational needs of U.S. Customs and Border Protection while enhancing safety, efficiency, and resilience.

SMRT is providing civil engineering services for this \$40,000,000 (estimated) facility. Our integrated design approach addresses the unique challenges of a remote border location, including extreme weather conditions, security requirements, and operational continuity. SMRT's scope includes stormwater management design, permitting, and construction administrative services as a subconsultant to Smith-Miller + Hawkinson Architects.

COMPLETION 2031 (estimated)

SQUARE FEET 26,000

PROJECT RELEVANCE

- Replacement of aging facility
- Critical infrastructure
- New construction
- SMRT is the local consultant, brought on for site, civil, stormwater management, permitting, and CA

TEAM

Ken Costello, Landscape Architect

Nick Hadiaris, Project Manager

Proven Success in Aroostook County

SMRT has been a trusted partner to Maine counties, exemplified by our longstanding relationship with Northern Maine Medical Center (NMMC). From the initial concept design of the operating room to numerous subsequent projects, we have consistently delivered on expectations for budget, schedule, and quality. Our work with NMMC reflects more than just successful project execution—it represents a collaborative partnership rooted in shared goals and community impact. This experience underscores our deep understanding of Maine's unique needs and our commitment to serving its communities. Below is a selection of our projects:

Acadia Medical Mall | 2024-2025

Occupying approximately 20,000 square feet of a vacant former Kmart building in the heart of Madawaska's midtown plaza, the Acadia Medical Mall will be a new healthcare facility aimed at expanding medical services in the region. The space is envisioned as a vital community resource, enhancing access to healthcare and contributing to the town's economic and infrastructural renewal.

Boardroom Expansion | 2025

NMMC is planning to expand the capacity of its existing boardroom within the hospital's administrative suite. To achieve this, the boardroom will be relocated, with current plans considering the use of the vacant laboratory space for the new location. The relocation may also require reconfiguration of office layouts and administrative functions to ensure optimal space utilization and workflow efficiency.

Forest Hill Nursing Home | 2021-2025

The facility replaces a nearly 50-year-old building that needed systems upgrades and layout efficiencies. The new 46,000-square-foot facility includes 45 private rooms with private bathrooms within a pod-style layout, as well as a secure interior courtyard. SMRT worked with NMMC to establish a detailed program and subsequent design including full architecture, MEP engineering, and interior design services.

Sterile Processing Department | 2025

This project involves the design of a new, modernized space to support the hospital's essential clinical operations. As a vital service within the hospital, the sterile processing department is responsible for the cleaning, preparing, processing, storing, and distributing of medical and surgical supplies and equipment essential for patient care. To address the challenges posed by the outdated and inefficient existing space, the project will deliver a purpose-built environment that improves workflow efficiency, supports regulatory compliance, and ensures the safe and effective sterilization of instruments.

Surgery Center Renovations | 2017-2022

SMRT designed and renovated a 15,000-square-foot operating room concept and surgery center. The project faced significant challenges, such as outdated 1950s-era operating rooms and a surgery department that would be challenging to expand given its fourth-floor location. SMRT overcame these issues with innovative solutions: a four-story addition and thoughtfully planned renovations allowed the team to maintain uninterrupted operations throughout multiple phases.

SMRT IS A TRUSTED PARTNER OF NORTHERN MAINE MEDICAL CENTER | FORT KENT, MAINE





References

MAINE DEPARTMENT OF CORRECTIONS

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GENESEEE COUNTY

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Genesee County DPW
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GREENE COUNTY

Shaun Groden, County Administrator
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LINCOLN COUNTY SHERIFF'S OFFICE

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THE BANGOR REGION YMCA

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17 Second Street, Bangor ME 04401
207.745.6133 | ddickerson@BangorY.org



Project Team

The SMRT integrated team we propose to provide professional design services to Aroostook County is a group of seasoned professionals who have collaborated on numerous similar projects. These dedicated individuals have the backing of SMRT's full-service A/E firm, with licensed and credentialed experts in all relevant disciplines.

SMRT has the in-house expertise and capacity to successfully deliver the scope of work outlined in this RFP without the need for subconsultants at this time. Should specialized services be required as the project progresses, we will identify and engage qualified subconsultants as appropriate to ensure the highest quality outcomes.

OUR TEAM INCLUDES:

Graham Vickers, AIA, NCARB	Principal-in-Charge
Dennis Morin, AIA	Project Manager and Project Architect
Mark Estabrook	Assistant Project Manager
Arthur Thompson, RA	Senior Architect
Nick Hadiaris, PE, DBIA, LEED AP BD+C	Site Selection, Civil Engineer, and Master Planning
Lura Wade, PE, LEED AP, RCDD	Electrical Engineer, Security, and Low Voltage
Kerry Dineen, PE	Mechanical and Fire Protection Engineer
Peter Rand, PE	Structural Engineer
Ken Costello, RLA, LEED AP	Landscape Architect

A resume for each individual follows.



PRINCIPAL-IN-CHARGE

GRAHAM VICKERS AIA, NCARB

A senior principal and architect, Graham specializes in direct supervision prisons and jails, reentry facilities, and juvenile detention centers, and brings a wealth of knowledge and specialty experience across municipal, federal, and state-level design projects. Considered a national subject matter expert, he has led award-winning justice projects from Maine to Florida. He complements his architectural design and technical expertise with an academic interest in the impact of the built environment on rehabilitation and treatment initiatives. Through his involvement in the AIA Academy of Architecture for Justice, Graham is an active participant in the ongoing dialogue on the future of correctional facilities across the country.

Graham excels at managing workflow within a multidisciplinary team. He will lead from a client-relationship perspective and provide oversight to ensure goals, budgets, and schedules are met.



FROM TOP, LEFT TO RIGHT: MAINE CORRECTIONAL CENTER, GREENE COUNTY JAIL, GENESEEE COUNTY JAIL, DOWNEAST MEN'S REENTRY CENTER

RELEVANT EXPERIENCE

Maine Correctional Center Renovation & Construction, Windham, ME

Principal-in-Charge of the replacement of aging structures at MCC with new facilities at the existing site that will house up to 979 residents and provide a range of programmatic and treatment services. SMRT also completed the feasibility study and financial planning for this project. The phased project includes 13 separate buildings of various sizes and complexities.

Downeast Men's Reentry Center, Machiasport, ME

Project architect involved with the design of a new minimum-security reentry facility to house and provide support and program spaces for 48 residents. A critical piece of the Maine Bureau of General Services' transition to more normalized facility environments, this project also supports the Governor's commitment to a more sustainable future with a full roof solar array, reused equipment where feasible, and building systems designed carefully with full energy modeling throughout all phases of design.

Genesee County Jail, Batavia, NY

Principal-in-Charge for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Principal-in-Charge for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.

Otsego County Public Safety Building Renovation, Cooperstown, NY

Principal-in-Charge for the design of this renovation to a critical civic building within the community. SMRT performed the initial feasibility study for this before being retained to complete the design, which will increase the safety and security of the community, support first responders in their workplace, and increase the sheriff department's ability to take care of its incarcerated population.

Sarasota County West Jail Replacement, Sarasota, FL

Principal-in-Charge responsible for leading the sheriff's office through planning, programming, and the conceptual design for the replacement of a 700-bed jail tower.

EDUCATION

BArch, Rensselaer Polytechnic Institute

REGISTRATIONS

ME, NH, NY

AWARDS & PUBLICATIONS

AIA Eastern New York Design Award, Unbuilt, New York State Sheriff's Institute Ron Spike Summer Camp & Wellness Center, 2025

Trauma Informed Design Society, Trauma-informed Design Framework, Peer Reviewer, 2025

Genesee Valley Branch of the American Public Works Association Project of the Year Award (\$25-75 million category), Genesee County Jail, 2024

AIA Academy of Architecture: Justice Facilities Review Design Excellence Award, Maine Department of Corrections, Southern Maine Women's Reentry Center, 2019



PROJECT MANAGER, PROJECT ARCHITECT
DENNIS MORIN AIA

Dennis brings significant experience providing best-in-class architectural design services as both the architect and project manager for government and civic projects involving new construction, renovations and upgrades to aging buildings. A senior principal with more than 30 years of experience, Dennis is proficient in managing multidisciplinary design teams and is an expert at leading diverse groups to ensure the delivery of a high-quality design product that SMRT clients expect. Through his strong background in construction, he is known for fostering positive working relationships in the field to ensure project quality is met.

Dennis will lead the project team and be responsible for day-to-day management, attending project meetings, and working closely with Aroostook County to meet the required project milestones.



FROM TOP, LEFT TO RIGHT: SOMERSET COUNTY JAIL, MAINE CORRECTIONAL CENTER, TWO BRIDGES REGIONAL JAIL, GREENE COUNTY JAIL

RELEVANT EXPERIENCE

Somerset County Jail, Madison, ME

Senior architect involved with the new 177-bed county jail and Sheriff’s Law Enforcement Center. The design features internal cells that meet natural light standards by borrowing light from the skylit dayroom. Program areas include male and female housing units for minimum and maximum security, and psychiatric units as well. The core area is programmed to accommodate a 120-bed expansion in the future.

Maine Correctional Center Renovation & Construction, Windham, ME

Project manager for the replacement of aging structures at MCC with new facilities at the existing site that will house up to 979 residents and provide a range of programmatic and treatment services. SMRT also completed the feasibility study and financial planning for this project. The phased project includes 13 separate buildings of various sizes and complexities.

Downeast Men’s Reentry Center, Machiasport, ME

Principal-in-Charge involved with the design of a new minimum-security reentry facility to house and provide support and program spaces for 48 residents. A critical piece of the Maine Bureau of General Services’ transition to more normalized facility environments, this project also supports the Governor’s commitment to a more sustainable future with a full roof solar array, reused equipment where feasible, and buildings systems designed carefully with full energy modeling throughout all phases of design.

Two Bridges Regional Jail, Wiscasset, ME

Architect for a new 120-bed regional jail serving multiple counties, with expansion capacity to 170 beds. The facility incorporates direct supervision housing units and centralized program spaces to support inmate management and reduce movement. SMRT provided referendum assistance.

Genesee County Jail, Batavia, NY

Senior architect for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.

Greene County Jail and Sheriff’s Department, Coxsackie, NY

Project manager for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff’s office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff’s department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.

EDUCATION

AAS, Architecture Engineering Technology, New Hampshire Technical Institute

REGISTRATIONS

ME, NH



ASSISTANT PROJECT MANAGER
MARK ESTABROOK

In his 28 years of experience, Mark has led the production of architectural, structural, mechanical, and electrical contract documents for some of SMRT's largest correctional projects. He has been an architectural job captain on projects with construction values ranging from \$7 million to \$60 million.

He has been a trusted advisor of Maine Department of Corrections for years through his work on multiple new construction, ongoing deferred maintenance, and renovation projects. He not only brings technical expertise in software, but also an extensive knowledge of Maine building codes, regulations, and DAS policies and procedures.



FROM TOP, LEFT TO RIGHT: MAINE CORRECTIONAL CENTER, SOMERSET COUNTY JAIL, GREENE COUNTY JAIL, GENESEE COUNTY JAIL

RELEVANT EXPERIENCE

Maine Correctional Center Renovation & Construction, Windham, ME

Correctional designer for the replacement of aging structures at MCC with new facilities at the existing site that will house up to 979 residents and provide a range of programmatic and treatment services. SMRT also completed the feasibility study and financial planning for this project. The phased project includes 13 separate buildings of various sizes and complexities.

Somerset County Jail, Madison, ME

Architectural designer involved with the new 177-bed county jail and Sheriff's Law Enforcement Center. The design features internal cells that meet natural light standards by borrowing light from the skylit dayroom. Program areas include male and female housing units for minimum and maximum security, and psychiatric units. The core area is programmed to accommodate a 120-bed expansion in the future.

Two Bridges Regional Jail, Wiscasset, ME

Job captain for the design of a new multicounty, 120-bed jail facility with expansion capacity to 170 beds. SMRT provided referendum assistance.

Genesee County Jail, Batavia, NY

Job captain for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Correctional designer for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.

Merrimack County House of Corrections, Boscawen, NH

Architectural designer for the design/build of a 236-bed correctional facility. The design is a secure, cost-effective, and functional facility that meets all program requirements and goals. The mechanical design included the storm drainage, sanitary, vent, and domestic water supply systems including fixture selection coordination, code reviews, and CAD drawings.

Cumberland County Jail Medical Expansion, Portland, ME

Architectural designer for a combined six projects, all funded through federal ARPA funds, that included renovations and upgrades to the existing historic county courthouse, an expansion to the county emergency operations center, a new healthcare unit addition to the county jail, and various equipment upgrades across the county. One of the ARPA-funded projects featured a new addition to the jail, which included replacing four existing air handlers.

EDUCATION

BS, Architectural Engineering,
Wentworth Institute of Technology



SENIOR ARCHITECT

ARTHUR THOMPSON RA

Arthur is the founder of SMRT's justice practice, having led clients through major capital projects of all types. His extensive expertise in planning and designing buildings that support our justice system includes county administration, courthouses, sheriff's offices, and secure environments across the nation. He remains actively involved in select projects with legacy clients at SMRT, is nationally active in correctional program design issues, and has served as an instructor for the N.I.C. program "Managing Jail Design and Construction." Arthur has deep experience in managing jail referendum projects across various jurisdictions in Maine.

EDUCATION

MArch, Architecture, Columbia University

BA, Psychology, Harvard University

REGISTRATIONS

FL

RELEVANT EXPERIENCE

Somerset County Jail, Madison, ME

Architect involved with the new 177-bed county jail and Sheriff's Law Enforcement Center. The design features internal cells that meet natural light standards by borrowing light from the skylit dayroom. Program areas include male and female housing units for minimum and maximum security, and psychiatric units. The core area is programmed to accommodate a 120-bed expansion in the future.

Maine Department of Corrections Southern Maine Women's Reentry Center, Windham, ME

Architect for this 96-bed reentry facility designed to house minimum-security and community-release status women. This project received publication for design excellence as part of the 2019 American Institute of Architects Academy of Architecture for Justice, Justice Facilities Review Program.

Two Bridges Regional Jail, Wiscasset, ME

Principal-in-Charge for a new multicounty 120-bed regional jail with expansion capacity to 170 beds. The facility incorporates direct supervision housing units and centralized program spaces to support inmate management and reduce movement. SMRT provided referendum assistance.

Cumberland County Jail, Portland, ME

Architect for a 350-bed, \$25 million facility that was the state's first direct supervision jail. As part of a campus master plan, SMRT designed an adjacent two-story Law Enforcement Center to house the Cumberland County Sheriff's Department and a pre-release center.

York County Jail, Alfred, Maine

Architect for the design of a new 255-bed, direct supervision county jail and police services facility. Located in the state's southernmost and fastest-growing county, the York County Jail site services core and overall organization were carefully planned to accommodate significant expansion.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Architect for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.



SITE SELECTION, CIVIL ENGINEER, & MASTER PLANNING

NICK HADIARIS PE, DBIA, LEED AP BD+C

Nick leads SMRT's government and civic practice with expertise in program management, operational leadership, and civil engineering. Over his 22-year career, he has planned, designed, and managed complex projects for municipalities, state agencies, military installations, and federal campuses across the East Coast. As a part of numerous multidisciplinary teams, his expertise includes resilient infrastructure design, enhancing energy security, and integrating innovative design solutions to improve efficiency and operational performance.

EDUCATION

BS, Civil Engineering, University of Maine

REGISTRATIONS

ME, GA, MD, MS, NC, NH, NJ, NY, PA, VA, VT

RELEVANT EXPERIENCE

New Land Port of Entry, Fort Fairfield, ME

Project manager for this modernization project that aims to replace the outdated 1933 land port of entry (LPOE) facility with a \$40 million, 26,000-square-foot modern, secure, and sustainable port that meets the operational needs of U.S. Customs and Border Protection while enhancing safety, efficiency, and resilience. SMRT's scope includes stormwater management design, civil engineering, permitting, and construction administrative services as a subconsultant to Smith-Miller + Hawkinson Architects.

New Land Port of Entry, Madawaska, ME*

Civil engineering design and construction services for a \$65 million design-build LPOE facility, delivered in coordination with a new bridge project led by the Maine Department of Transportation. Nick oversaw the development of the site and civil engineering components, including utility infrastructure, extensive site grading, stormwater management systems, and vehicle circulation planning. His work adhered to the GSA P100 Facilities Standards and the U.S. Customs and Border Protection LPOE Design Standard.

New Land Port of Entry, Coburn Gore, ME*

Project manager for a site feasibility study for a new LPOE, providing overall design management and oversight for site/civil engineering, geomatics, traffic planning, natural resource assessments, site permitting, onsite renewable energy, microgrid design, and climate resiliency. The \$95 million facility was designed to strengthen supply chains, improve operational capabilities and infrastructure, spur economic growth, and enhance national security.

Federal Correctional Institution Butner Medium II, Butner, NC*

Site development and civil engineering for a 105-acre campus plan for a medium-security correctional institution comprising living units and support buildings designed for a rated capacity of 1,152 inmates. It features several one- and two-story buildings, a Federal Prison Industries (UNICOR) factory, three four-story general housing buildings, and a two-story maximum-security special housing unit within a secure compound. A central administration building and a central utility plant are located outside the secure perimeter.

Site Analysis Services for the Physically Secure Recovery Residence Facility, Multiple Locations, Vermont*

Nick provided site analysis services for eight potential properties under consideration by the Vermont Department of Buildings and General Services for the proposed facility, resulting in two reports that included site analysis, conceptual site plans, a comprehensive matrix of all responding sites, and a report and risk registry for the recommended locations. The Agency of Human Services, Department of Mental Health, Buildings and General Services, and Nick collaborated to develop site selection criteria, review all submitted sites, and eliminate unsuitable options before selecting the two most viable sites for the final reports.

* Projects completed under prior employment.



ELECTRICAL ENGINEER, LOW-VOLTAGE, & SECURITY

LURA WADE PE, LEED AP, RCDD

Lura is an associate principal and electrical engineering discipline leader at SMRT. She is an expert in all things high and low voltage, with relevant experience with security systems upgrades at operating correctional facilities and new cutting-edge system design. She has also designed electrical systems for a multitude of government and civic projects, with a focus on seamless infrastructure integration and innovative system design. Lura is a Registered Communications Distribution Designer (RCDD).

EDUCATION

BS, Electrical Engineering, University of Maine

REGISTRATIONS

ME, MA, NH, NY, VT

RELEVANT EXPERIENCE

Capital District Juvenile Detention Center, Albany, NY

Electrical engineer for the Juvenile Detention Center, a traditionally regional juvenile facility transitioning to accommodate both juvenile and adolescent offenders. SMRT provided a full existing facility and infrastructure assessment, as well as guidance on immediately required security upgrades, and a full new furniture accompaniment to the existing facility to provide a safe and normative environment.

Bangor Region YMCA, Bangor, ME

Electrical engineer for this new 80,000-square-foot sports and recreation building, centrally located as a hub of activity for the city. The current building is over 130 years old, limiting the services and opportunities available to the organization. The new program will include a natatorium, gymnasium, STEM center, early childcare center, welcome center, lounges, playgrounds, and an adventure center.

Bangor Savings Bank Corporate Offices, Bangor, ME

Electrical engineer for the new 110,000-square-foot, five-level office building with a 450-car attached parking deck located on the riverfront in Bangor. The electrical systems are configured with a dedicated service entrance and full building backup power generation. The generator provides backup power to the data room UPS supply to ensure uninterrupted power to the data room. LED lighting is provided throughout the building, inside and out.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Electrical engineer and telecommunications designer for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.

Genesee County Jail, Batavia, NY

Telecommunications designer for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.



MECHANICAL ENGINEER, FIRE PROTECTION ENGINEER

KERRY DINEEN PE

As the leader of SMRT's mechanical engineering department, Kerry has been providing fire protection and mechanical engineering design for more than 19 years on a variety of projects and client types, including government, healthcare, advanced technologies, and industrial. His attention to detail and diverse engineering knowledge foster a strong sense of cohesion across disciplines, helping the team identify complex programming challenges early in the design process.

EDUCATION

MS, Fire Protection Engineering, Worcester Polytechnic Institute

BS, Mechanical Engineering, Worcester Polytechnic Institute

REGISTRATIONS

ME, MA, IN, NH

RELEVANT EXPERIENCE

Maine Correctional Center Renovation & Construction, Windham, ME

Fire protection engineer for the replacement of aging structures at MCC with new facilities at the existing site that will house up to 979 residents and provide a range of programmatic and treatment services. SMRT also completed the feasibility study and financial planning for this project. The phased project includes 13 separate buildings of various sizes and complexities.

Maine Department of Corrections Southern Maine Women's Reentry Center, Windham, ME

Fire protection engineer for this 96-bed reentry facility designed to house minimum-security and community-release status women. This project received publication for design excellence as part of the 2019 American Institute of Architects Academy of Architecture for Justice, Justice Facilities Review Program.

Downeast Men's Reentry Center, Machiasport, ME

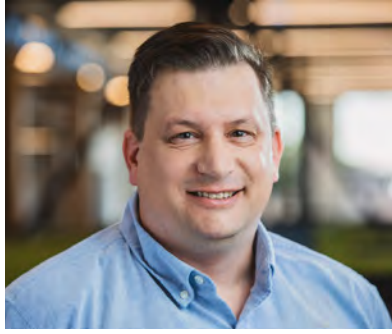
Mechanical engineer involved with the design of a new minimum-security reentry facility to house and provide support and program spaces for 48 residents. A critical piece of the Maine Bureau of General Services' transition to more normalized facility environments, this project also supports the Governor's commitment to a more sustainable future with a full roof solar array, reused equipment where feasible, and building systems designed carefully with full energy modeling throughout all phases of design.

Genesee County Jail, Batavia, NY

Fire protection engineer for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Fire protection engineer for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.



STRUCTURAL ENGINEER
PETER RAND PE

Peter leads SMRT's structural engineering department and has more than 34 years of experience, ranging from project engineering to project management. He has designed numerous projects involving structural steel, reinforced concrete, reinforced masonry, wood, and foundation engineering for secure environments for government and civic clients.

EDUCATION

BS, Architectural Engineering
 Technology, Vermont Technical
 College

AAS, Architectural & Building
 Engineering Technology, Vermont
 Technical College

REGISTRATIONS

ME, AZ, MA, NY

RELEVANT EXPERIENCE

Maine Correctional Center Renovation & Construction, Windham, ME

Structural engineer for the replacement of aging structures at MCC with new facilities at the existing site that will house up to 979 residents and provide a range of programmatic and treatment services. SMRT also completed the feasibility study and financial planning for this project. The phased project includes 13 separate buildings of various sizes and complexities.

New Hampshire Correctional Facility for Women, Concord, NH

Structural engineer for the design of a 224-bed, 112,000-square-foot correctional facility for women. Housing all classifications of the female population in four buildings, the design responds to the individuality of female inmates' needs and life experiences. The facility includes a full-service kitchen and dining areas that utilize contemporary technology and systems.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Structural engineer for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.

Genesee County Jail, Batavia, NY

Senior structural engineer for a new 184-bed jail following a comprehensive needs analysis. Designed for maximum flexibility, operational efficiency, and occupant well-being, the facility accommodates designated housing areas with separations for different populations, single cells offering direct natural light, and a dedicated office space for restorative justice programs. The facility, which includes the first purpose-built arraignment court within a jail facility in New York State, is also designed to accommodate two future housing pods without the need for major renovations to existing spaces.

Bangor Region YMCA, Bangor, ME

Structural engineer for this new 80,000-square-foot sports and recreation building, centrally located as a hub of activity for the city. The current building is over 130 years old, limiting the services and opportunities available to the organization. The new program will include a natatorium, gymnasium, STEM center, early childcare center, welcome center, lounges, playgrounds, and an adventure center.



LANDSCAPE ARCHITECT
KEN COSTELLO RLA, LEED AP

A senior principal, Ken leads SMRT's site design department and has over 32 years of experience providing landscape architecture services on a wide variety of projects. He has experience providing design and construction administration on numerous projects throughout New England and brings experience with site and earthwork repair projects, accessibility, code requirements, and AT/FP standards.

EDUCATION

MLA, University of Colorado, Denver

BLA, University of Rhode Island

REGISTRATIONS

ME, CT, MA, NH, NY, RI

RELEVANT EXPERIENCE

Maine Department of Corrections Southern Maine Women's Reentry Center, Windham, ME

Landscape architect for this 96-bed reentry facility designed to house minimum-security and community-release status women. This project received publication for design excellence as part of the 2019 American Institute of Architects Academy of Architecture for Justice, Justice Facilities Review Program.

Bangor Region YMCA, Bangor, ME

Landscape architect for this new 80,000-square-foot sports and recreation building, which will be centrally located as a hub of activity for the city. The current building is over 130 years old, limiting the services and opportunities available to the organization. The new program will include a natatorium, gymnasium, STEM center, early childcare center, welcome center, lounges, playgrounds, and an adventure center.

Bangor Savings Bank Corporate Offices, Bangor, ME

Landscape architect for this new 110,000-square-foot, five-level office building with a 450-car attached parking deck located on the riverfront in Bangor. Our design enhances occupant comfort with a closed-loop geothermal heating and cooling system, ensuring year-round temperature control. Full building backup power and LED lighting with light-harvesting create a reliable and energy-efficient environment. The landscape architecture preserves existing trees and includes a walking path, enhancing the outdoor experience for occupants.

Middlesex House of Corrections Building 2 Access Improvements, Billerica, MA

Landscape architect for this ADA improvements project. SMRT provided design development, drawings, cost estimate, and construction documents for ADA access improvements. SMRT followed the Massachusetts State Building Code CMR 521 Architectural Access Board regulations.

Cortland County Jail and Sheriff's Office, Cortland, NY

Landscape architect for this new 176-bed correctional facility and sheriff's office, designed with the ability to expand to meet future population growth. The safety and security of staff and inmates drove the design of this efficient contemporary facility.

Greene County Jail and Sheriff's Department, Coxsackie, NY

Landscape architect for the programming, planning, and design of a new 90,000-square-foot correctional facility and sheriff's office. This contemporary New York county jail is designed for an initial capacity of 80 beds with ample opportunity for internal and external expansion and contraction depending on future needs. The jail includes a variety of housing pods and configurations to accommodate demographic, classification, and programmatic needs. The sheriff's department includes a medical unit, road patrol barracks, a kitchen, and vehicle storage and maintenance facilities for the department and county needs.



Project Understanding

Aroostook County is seeking a qualified architectural and engineering firm to provide comprehensive services for the planning, design, and construction administration of a new county correctional facility. We understand the project is structured to be carried out in three distinct phases:

1. Site selection, involving the identification and evaluation of suitable locations across the county.
2. Programming, concept design, and the referendum package, which includes refining space requirements, developing conceptual designs, and preparing visual and narrative materials to support public engagement and voter approval.
3. Full design and construction administration, encompassing detailed design, permitting, bidding, and oversight through project completion, contingent on referendum success.

Our firm is being asked to deliver a secure, efficient, and code-compliant county jail that meets all federal, state, and local standards, including those of the Maine Department of Corrections and the American Correctional Association. The scope includes specialized spaces for intake, medical and mental health, administration, and programming, with a focus on operational efficiency, safety, and future expandability. We are expected to manage all phases, engage stakeholders and the public, and provide clear, referendum-ready materials to support The County’s decision-making and communication needs.

Approach

Sub-Project 1: Site Selection

SMRT understands that, given the size and characteristics of Aroostook County, the 2025 Needs Assessment Report recommended two potential facility locations for consideration:

1. A new jail built in Houlton, the location of the existing 140+ year old jail; or
2. A new jail built in the vicinity of Caribou or Presque Isle, more centrally located to the County’s population.

We recommend conducting Sub-Project 1 in parallel with Sub-Project 2, with SMRT assisting Aroostook County staff in the identification and evaluation of suitable sites within the recommended geographic areas. Site identification is anticipated to proceed as follows, taking advantage of workshops and meetings associated with the programming process to jointly develop the site selection criteria and materials:

TASK 1: SITE IDENTIFICATION PREPARATION

1. Establishment of minimum required and preferred optional site evaluation criteria.
2. Establishment of criteria weighting of importance.
3. Establishment of geographic search areas in the vicinity of Houlton and Caribou/Presque Isle.
4. Compile a list of County owned properties meeting the minimum required site criteria within the search areas.
5. Prepare a draft Request for Proposal (RFP) that specifies the type of property sought, location preference, size and zoning requirements, submission deadlines and evaluation criteria, etc.

Deliverable 1: Draft Evaluation Criteria and Draft Property Request for Proposal

TASK 2: DOWNSelect GEOGRAPHIC SEARCH AREA

After completion of Sub-Project 2, Deliverable 3, SMRT will work with county staff to evaluate the operational and cost tradeoffs inherent to the placement of the jail within the two recommended parts of the county. It is anticipated that one geographic area can be eliminated from consideration on the basis of operational and cost drivers resulting from program requirements, booking estimates, population, and other factors.

Deliverable 2: Technical memo documenting the recommended geographic search area for the new county jail.

TASK 3: SITE EVALUATIONS

1. Finalize RFP for selected search geography and advertise.
2. Collect list of proposed private properties being offered for sale.
3. Compile private and county owned property lists and evaluate each site based on the criteria established in Task 1 above. For the purposes of pricing, SMRT assumes a maximum of 5 potential sites will be evaluated.

Deliverable 3: Site evaluation report incorporating site information, ranking sheets, and basis of recommendations.

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

PROJECT KICKOFF WORKSHOP: HALF-DAY SESSION

- Utilize the 2025 Jail Needs Assessment as a basis for discussion, bring together the design team and jail committee/ county representatives to validate, update, and clarify project priorities.
- Discuss current expectations for the building program and begin this phase of the process.
- Discuss pros and cons of various potential jail locations within the county.
- Discuss public relations strategy.
- Establish and commit to the four-month schedule to realize all four essential deliverables:
 1. Building gross/ macro program
 2. Building floorplan and massing
 3. Cost estimate
 4. Representational renderings

FULL GROSS/MACRO PROGRAMMING WORKSHOP: TWO-DAY SESSION

- Our programmers will work with the county over a two-day period to understand the desired operations of the proposed facility and advise the county on efficiencies and operational considerations.
- Our programming workshop will include the following:
 - Presentation and discussion regarding contemporary jail layout and construction, utilizing recently constructed correctional facilities across the northeast as examples.
 - Discussion around the overall vision and goals of the project; operational efficiency, safety and security, staff retention and wellness, ability to provide educational and other programs in the facility, and the approach to mental and physical health of all users of the facility.
 - Effective terminology when communicating The County’s vision for this facility to the public/ constituents.
 - Big-picture space planning considerations including type and quality of spaces, operational considerations, program options, housing configurations, classifications, and separation requirements.
- Care will be given to understanding the impacts of central/northern vs. southern county jail locations on minimum recommended bed count, operational efficiencies, and cost impacts.

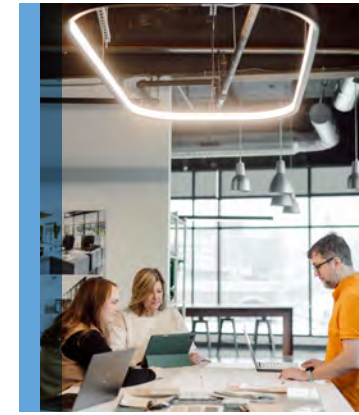
Deliverable 1: Gross/ Macro Building Program



GREENE COUNTY JAIL



GENESEE COUNTY JAIL



CONCEPT DESIGN WORKSHOP #1: SINGLE-DAY SESSION

- SMRT will review adjacency and blocking/stacking diagrams with the committee and confirm gross/macro program numbers.
 - We will then review and confirm the architectural and operational program space matrix, considering the anticipated use of each individual space in the proposed facility.
- Define the project goals around exterior building materiality.
- Present findings on the impact of the site’s location on the proposed building program and its required program and sizing.
- Discuss building system requirements and priorities from the County and recommendations from the design team.

CONCEPT DESIGN WORKSHOP #2 SINGLE-DAY SESSION

- The group will review the design team’s progress on building area plans. These plans will show all gross building areas, access points, and circulation strategies.
- The group will review the building exterior appearance options and optimal site circulation strategy.
- Confirm building system assumptions to enable the design team to finalize engineering narratives to include in the package for pricing.

Deliverable 2: Building gross area plans, exterior elevations, code summary, and building system engineering narratives.

CONCEPT DESIGN WORKSHOP #3: HALF-DAY SESSION

- Review design progress (previous deliverable) and engineering system narratives.
- Run through questions and assumptions from cost estimator’s first review of design package.

Deliverable 3: Preliminary Cost Estimate/Project Budget

- This will be the number used in the evaluation of the site selection geography for Sub-Project 1 and as the basis for the referendum planning.

Deliverable 4: Representational Renderings

- Deliver two high-quality exterior renderings of the proposed building in the context of a generic site.
- Deliver two high-quality interior renderings showing a rehabilitative/restorative jail environment to support the project narrative.

REFERENDUM PLANNING WORKSHOP #1: HALF-DAY SESSION

- Meet to review final design renderings and discuss/gain consensus on talking points and public relations strategy to prepare for a successful referendum.



MAINE CORRECTIONAL CENTER

REFERENDUM PLANNING WORKSHOP #2: HALF-DAY SESSION WITH EVENING COMMUNITY MEETING

- Meet to discuss project or public relations update.
- Hold a community question-and-answer session in the evening to provide the public with an open opportunity to inquire about the project while giving the committee and design team the opportunity to reinforce and convey the project priorities (talking points).

POST REFERENDUM REGROUP: DURATION TBD

- Meet to discuss the next steps after the results of the referendum.
- If the referendum is successful, we will move into detailed programming, operational narratives, and a room-by-room space program, then detailed floor plans and wrap up concept design, determine project delivery method, and move forward into a conventional design and construction process.

Sub-Project 3: Full Design & Construction Administration (Post-Referendum)

SCHEMATIC DESIGN

The project's schematic design (SD) will be based upon the program and adjacency diagrams created in the previous programming and concept phase. The operational requirements, space standards, and function adjacencies described in the program will be translated into preliminary architectural design concepts. Working with the County, we will develop a schematic design layout based on the concept design prepared in Sub-Project 2.

Special attention will be paid to the following criteria:

- Operational requirements, area efficiencies, and adjacencies.
- Security and life safety considerations.
- Building code evaluation (local, state, and federal).
- Minimizing facility operational capabilities and staffing; operational costs.
- Staff circulation.
- Environment and energy concerns and considerations.
- Flexibility and expansion.
- Short-term and long-term plans.

Our schematic documentation and presentation may include:

- Preliminary site and building floor plans.
- 3D building massing model and elevations.
- A virtual walkthrough of the facility, including dayrooms and key areas.
- An updated program and schedule.
- A budget update with a cost estimate.
- Submission of the project to Maine DOC for review and meeting with state staff to review and discuss their comments.
- A permitting matrix identifying anticipated local, state, and federal permits that may be required.

DESIGN DEVELOPMENT

The design development (DD) phase focuses on making a majority of the detailed decisions regarding facility building systems, materials, and security aspects. Based on the preferred and approved SD concept, documents, and any adjustments in the program, floor plans, schedule, or construction budget authorized by the County, the design team will prepare DD documents. These will consist of drawings, draft specifications, and other documents to describe the size and characteristics of the project for site and civil, architectural, structural, mechanical, plumbing, fire protection, security, information technology, electrical system, materials, and such elements as may be appropriate. We will provide detailed descriptions and documentation on the following key attributes:

- Site and recreation yard layout.
- Building structural system and exterior materials.
- Interior design, daylighting, durability, and aesthetics.
- Furniture, fixtures, and equipment.
- Virtual walkthrough utilizing 3D visualization design technology.
- BIM design coordination and clash detection identify, resolving, and eliminating design conflicts.
- Efficient MEP systems options with life cycle cost analysis.
- Security electronics and information technology/telecommunications and data.
- Support services, including kitchen, laundry, and maintenance (if required).
- Submission of the project to Maine DOC for review and meeting with state staff to review and discuss their comments.
- Initiate and submit to authorities having jurisdiction for the Maine Site Location of Development Permit (SLODA) review process and other applicable permits (if required).

SMRT will work with the County's construction manager to prepare an updated cost estimate upon completion of DD.

CONSTRUCTION DOCUMENTS

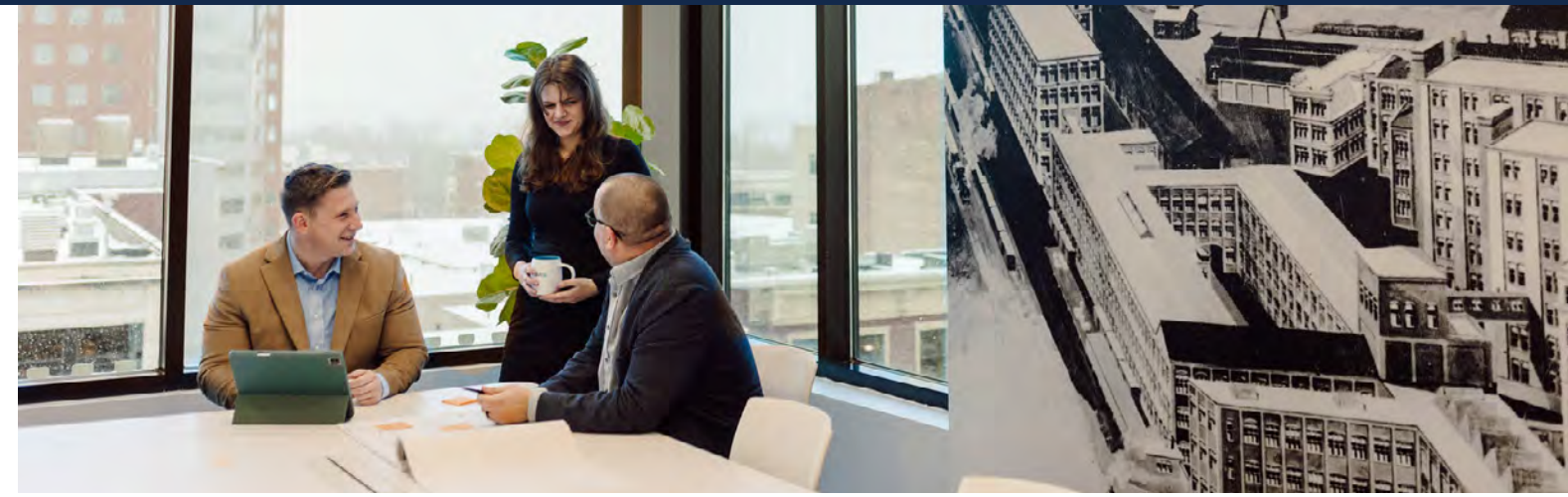
In the construction documents (CD) phase, the design team compiles all the information and decisions presented throughout the previous phases and adds the technical level of detailing and description to enable the County to effectively bid the document to prime contractors. The CD services will include:

- Agency consulting/review/approvals.
- Construction plans and schedules for all aspects of the project.
- Materials and specifications.
- Preparation of bid documents.
- Coordination of site design with site permitting requirements.
- Furniture, fixtures, and equipment plans and schedules, bid packages, and budget.
- Final virtual walkthrough utilizing 3D visualization design technology.
- BIM design coordination and clash detection to identify, resolve, and eliminate design conflicts.
- Upon 90% completion of this phase, the documents will be submitted to the DOC for approval.

BIDDING AND CONSTRUCTION ADMINISTRATION

Working with the County, the design team will manage the bid process effectively and expeditiously to deliver your project on time. We will provide clarification during the bidding phase of the project and address any necessary changes via addendum. Throughout the construction phase, our team will act as the Agent of the County. Our services will consist of:

- Attending bi-weekly job progress and coordination meetings.
- Attending BIM MEP/FP coordination meetings.
- Site visits to observe the construction progress and conformity to construction documents with additional site visits for development of punch-lists and project close-out.
- Construction progress reports and communications when issues may arise.
- Review of all submittals and shop drawings.
- Review of requisitions and change order proposals.
- Issuing change order responses and clarifications to field requests for information (RFIs).
- Preparation of all change order supplemental drawings and information.
- Monitor the project schedule.
- Project close-out.



Schedule

SUB-PROJECT 1: SITE SELECTION

- Months 1–2** Hold for completion of Concept Design Workshop 2
- Month 3** Task 1 Site Identification Preparation; Deliverable 1
- Month 4** Task 2: Down-select Search Area; Deliverable 2
- Month 5** Task 3: Site Evaluations; Deliverable 3

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

- Month 1** Notice to Proceed; Kickoff Workshop; Full Gross / Macro Programming Working Session
- Month 2** Deliverable 1; Concept Design Workshop 1
- Month 3** Concept Design Workshop 2; Deliverable 2; Concept Design Workshop 3; Deliverable 3
- Month 4** Deliverable 4: Renderings; Referendum Planning Workshop 1
- Month 5** Referendum Planning Workshop 2
- Month 6** Post Referendum Re-Group

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

- Months 7–9** Schematic Design (3 months)
- Months 10–13** Design Development (4 months)
- Months 14–17** Construction Documents (4 months)
- Months 18–19** Bid Process (2 months)
- Months 20–44** Construction Complete (24 months*)

Notes:

1. A 13- to 16-month design timeline is anticipated, depending on the final program.
2. * Actual construction schedule to be determined by the Construction Manager.

Fee Structure

SMRT recognizes the magnitude of investment associated with the design and construction of modern public safety facilities. The anticipated labor breakdown by hour for Sub-Projects 1 & 2 follows below.

LUMP SUM FEE SUB-TOTALS:

Sub-Project 1: Site Selection	\$ 74,400
Sub-Project 2: Programming / Concept Design / Referendum Package	\$149,980
Reimbursable Expenses	\$ 4,750

Following the completion of Sub-Projects 1 & 2, SMRT anticipates negotiation of the fee for **Sub-Project 3: Full Design & Construction Administration (Post-Referendum)**, benchmarking the framework established by the State of Maine Bureau of General Services policy document titled, "Determining Design Fees for Architectural/Engineering Agreements," dated November 22, 2023 (below). This methodology will utilize the total construction budget established in Sub-Project 2 to set an appropriate design fee target for final design services.

We look forward to reviewing our scope and fee with Aroostook County.

Schedule of Hourly Billing Rates

Effective January 1, 2025 through December 31, 2025

Senior Principal	\$275 - \$335
Principal	\$230 - \$260
Senior Advisor	\$300 - \$335
Senior Professional	\$200 - \$235
Professional	\$135 - \$195
Intern/Designer	\$115 - \$155
Support	\$110 - \$130
Reproductions	Cost plus 10%
Travel	IRS Standard Mileage Reimbursement Rate
Other Reimbursables	Cost plus 10%
Consultants	Cost plus 15%

SMRT reserves the right to adjust its billing rates annually.

BGS POLICY DOCUMENT



State of Maine
Bureau of General Services
Division of Planning, Design & Construction

BGS Policy*Determining Design Fees for Architectural/Engineering Agreements*

This policy shall be followed on all public improvement projects which, by law, must be submitted to the Bureau of General Services (BGS) for review and for approval of the selection of Architectural and Engineering (A/E) and Landscape Architectural services¹.

Purpose

There are two methods for determining design fees. Public improvement projects which will have a total fee amount under \$25,000 should determine design fees by documenting specific tasks with an associated fee for each task. The objective of this policy is to describe the considerations for determining Architectural and Engineering design fees for Design-Bid-Build projects over \$25,000 in total fee amount when the sum-of-fees-for-specific-tasks methodology is not used.

Definitions

For the purpose of this policy, the following terms have the following meanings:

Owner. The contracting state agency, Community College, Maine Maritime Academy, Maine Judicial Branch, school administrative unit or other entity.

Consultant. The firm providing architectural/engineering services to the Owner.

Bureau or BGS. The Bureau of General Services; the approval authority.

Comprehensive Architectural/Engineering Projects. Public Improvement design and construction projects which require three or more distinct architectural and engineering design disciplines working in a coordinated way to complete the project.

Construction cost. For the purposes of this policy sheet, the budgeted or estimated value of the construction contract. Fees for projects which have a combination of new construction and renovation should be calculated on pro-rated basis.

Renovation cost modifier. The rate added to the corresponding new construction cost rate to determine the fee rate for that particular scope of work.

A rate. The reference A/E fee rate on projects of ordinary complexity, shown on Table 1 as a percentage of the budgeted or estimated construction contract value. Examples are garages; pole barns; aircraft hangers; parking structures; warehouses; utilities or engineered systems on sites or within enclosures or structures; simple office buildings; et cetera.

¹ The reference in statute is Title 5, Chapter 153, Section 1742, subsection 6.



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B rate. The reference A/E fee rate on projects of moderate complexity, shown on Table 1 as a percentage of the budgeted or estimated construction contract value. Examples are office buildings with unusual program requirements; educational facilities including an ordinary mix of classrooms, auditoriums, cafeterias, and office space; dormitories; athletic facilities; public safety, correctional, judicial, or other facilities with a limited amount of segregated public and secure spaces; armories, readiness centers and similar military facilities; simple medical facilities; et cetera.

C rate. The reference A/E fee rate on projects of extraordinary complexity, shown on Table 1 as a percentage of the budgeted or estimated construction contract value. Examples are correctional or judicial facilities with multiple separate spaces for security, administrative, public, and operational functions; laboratories with various specialized power and HVAC requirements; medical facilities with several interrelated and segregated functions; data centers; et cetera.

Method

One method for developing A/E fees is to describe each task in each phase of the work, all of the personnel needed to complete the services, the time needed for each task, and the associated fee. This method is used in single-source procurement when the total fee is under \$25,000, however, it is not limited to that procurement. Projects which have a limited number of disciplines involved, or only one discipline, would use this method.

Another method for developing A/E fees is to utilize the attached *Table 1 Recommended Fee Schedule for Architectural/Engineering Projects*. The *Fee Schedule* framework establishes a reference from which to negotiate the fee by identifying a range of acceptable rates in the form of a percentage of the estimated construction cost. Projects which have coordinated Architectural and Engineering disciplines involved would use this method.

Irrespective of the basis of the fee calculation, the Owner shall create a written justification for the fee amount by documenting the fee negotiation and the rationale for the particular fee amount.

The fee recorded on the agreement will show as a *stipulated sum* for the given scope of services, or an *hourly rates, not-to-exceed* amount, or as *mixed fees, not-to-exceed* amount when both *stipulated sum* and *hourly rates, not-to-exceed* are used.

Protocol

The Owner shall complete each of the following steps, in the order shown, so as to document a fair fee as a component of an agreement between the Owner and Consultant which is approved by BGS.

1. Select Consultant. Use the BGS Prequalified Professionals List (select one firm), or a Request for Qualifications (RFQ) process (advertise, interview, then rank evaluated firms in order). For the RFQ process, select the highest-ranked firm.



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2. *Solicit proposal from Consultant.* Provide the written project description, schedule, scope of services and any other relevant information to the selected Consultant. Request a detailed proposal in response.

3. *Negotiate fee.* Use the table below and the project parameters to negotiate the fee amount and terms of the agreement. Document the rationale for the particular fee amount.

4. *Draft agreement.* Send a draft of the agreement to all parties and BGS. BGS will pre-approve the draft agreement.

5. *Approve agreement.* Distribute the agreement to be signed by Consultant, Owner, and finally by BGS. No work shall commence until the agreement is approved by BGS.



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TABLE I
RECOMMENDED FEE SCHEDULE FOR ARCHITECTURAL/ENGINEERING PROJECTS

Estimated Construction Cost		A rate	B rate	C rate
For estimated construction costs up to \$50,000, negotiate the A/E fee amount based on hourly rates or on a percentage of estimated construction cost.				
\$50,000	to \$99,999	9.5%	10.5%	11.5%
\$100,000	to \$149,999	9.2%	10.2%	11.2%
\$150,000	to \$199,999	8.9%	9.9%	10.9%
\$200,000	to \$299,999	8.5%	9.5%	10.5%
\$300,000	to \$399,999	8.2%	9.2%	10.2%
\$400,000	to \$499,999	8.0%	9.0%	10.0%
\$500,000	to \$599,999	7.9%	8.9%	9.9%
\$600,000	to \$699,999	7.8%	8.8%	9.8%
\$700,000	to \$799,999	7.7%	8.7%	9.7%
\$800,000	to \$899,999	7.6%	8.6%	9.6%
\$900,000	to \$999,999	7.5%	8.5%	9.5%
\$1,000,000	to \$1,499,999	7.3%	8.3%	9.3%
\$1,500,000	to \$1,999,999	7.1%	8.1%	9.1%
\$2,000,000	to \$2,499,999	7.0%	8.0%	9.0%
\$2,500,000	to \$2,999,999	6.9%	7.9%	8.9%
\$3,000,000	to \$3,999,999	6.8%	7.8%	8.8%
\$4,000,000	to \$4,999,999	6.7%	7.7%	8.7%
\$5,000,000	to \$6,999,999	6.5%	7.5%	8.5%
\$7,000,000	to \$8,999,999	6.3%	7.3%	8.3%
\$9,000,000	to \$10,999,999	6.1%	7.1%	8.1%
\$11,000,000	to \$14,999,999	6.0%	7.0%	8.0%
\$15,000,000	to \$19,999,999	5.9%	6.9%	7.9%
\$20,000,000	to \$29,999,999	5.8%	6.8%	7.8%
\$30,000,000	to \$49,999,999	5.7%	6.7%	7.7%
\$50,000,000	and above	5.0%	6.0%	7.0%
Only that portion of the project which is renovation may add a rate similar to that shown at right to the new construction rate.		2.0%	2.5%	3.0%



SUBMITTED BY:
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