Aroostook County Jail Design Services

Aroostook County, Maine

Proposal for A/E Services

WBRC Inc. + STV with CGL
November 3, 2025

wbrc + stv with CGL

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with CGL

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Maine National Guard Joint Force Headquarters | Augusta, ME - WBRC

wbrc + stv with CGL

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

RE: Aroostook County Jail Design RFP - WBRC

Dear Ryan and Selection Team,

Thank you for the opportunity to submit our qualifications for the Aroostook County Jail planning and design. This is a project of tremendous importance to the people of Aroostook County. We are honored to present our team's capabilities to deliver superior solutions and meet your objectives across the project's three distinct sub-phases.

WBRC, a trusted and experienced Maine-based A/E firm, is proud to partner with STV, one of the nation's leading justice facility design firms, assisted by CGL, a firm that provides "360 degree" service, from planning and design through operations and maintenance. Together, we offer the County a winning combination of local expertise and comprehensive justice system specialization. Here are three key reasons you can select our combined team with full confidence:

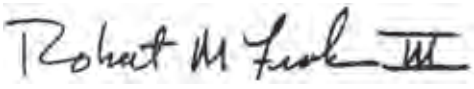
1. **Unmatched Expertise in Justice Facility Design -** STV's extensive portfolio includes over 450 judicial and criminal justice projects across the U.S. Led by nationally respected justice design expert Frank Greene, STV is a pioneer in design solutions including normative design, unit management, direct supervision, and the multi-centered prison, solutions that turn facilities into effective partners in your success. The WBRC + STV team will be joined by CGL during the programming phase. CGL is currently working with WBRC on the expansion of Somerset County Judicial Center and brings a wealth of insights in justice planning, design, maintenance, and operations.

2. **History of Success in Creating and Improving Maine Landmarks -** WBRC brings deep local knowledge and a long history of successful projects in Maine, including ongoing projects in Aroostook County. We are the largest firm in central Maine, with a 60-person team of professionals ready to perform on large, complex projects. With decades of experience navigating Maine's permitting processes, site selection, and community engagement, our team is perfectly positioned to lead the architectural and engineering aspects of this project. Our Bangor headquarters allows us to remain closely engaged with stakeholders throughout the entire process, from site selection to design and construction.

3. **Commitment to Budget Control and Project Efficiency** - As the prime on this project, WBRC understands the importance of delivering a project within budget and on schedule. Our team is skilled in cost management, with a long history of accurate cost estimation and adherence to project budgets. We will provide comprehensive cost control measures and transparent, real-time communication with your project stakeholders at every stage.

We are excited about the opportunity to partner with you on this transformative project for Aroostook County. With our combined team approach, experience, dedication, and collaborative spirit, we are confident in our ability to exceed your expectations. We look forward to the opportunity to discuss our qualifications and find out more about your vision for this important County resource.

Sincerely,
WBRC + STV with CGL



Robert M. Frank III, P.E., LEED AP
WBRC Principal-in-Charge
(207) 947-4511
rob.frank@wbrcinc.com

Borough-Based Jails Day Room Concept Design | New York City, NY - STV

A

Team Introduction

WBRC Services

- Architecture
- Civil Engineering
- Mechanical Engineering
- Electrical Engineering
- Structural Engineering
- Landscape Architecture
- Interior Design
- Master Planning
- Site Analysis & Selection
- Federal, State and Local Land Use Permitting
- Construction Administration
- Sustainable Design
- Graphic Design

wbrc

Founded: 1902
Staff Count: 60
Headquarters:
44 Central St., Bangor, ME
(207) 947-4511
wbrcinc.com

PRIME FIRM PROFILE

WBRC: Designing Maine's Community Resources Since 1902

Founded in Bangor in 1902, WBRC Inc. has been designing public sector buildings across Maine for well over a century. (See examples opposite.) While WBRC's planning and design work involves buildings and campuses, our larger focus is helping clients create better futures for the people they serve.

WBRC's team of 60 professionals includes licensed architects, engineers, interior designers, landscape architects, and with a talented support staff. We service clients in the Civic, Healthcare, Education, and Commercial sectors. WBRC's locations in Bangor and Portland enable us to provide responsive professional services statewide.

For niche design projects, our firm seeks out proven experts who focus on that specialized building type. For this project, we are excited to be joined by STV, a pioneer in the field of justice facilities design, and CGL, one of the country's most experienced teams in correctional facility space planning and operations.

As the project team leader, WBRC will combine our consultants' judicial planning and design expertise with our knowledge of the local design and construction process.

We look forward to working with County leadership to create a safe, high-functioning, county jail -- one that improve outcomes and will serve the people of Aroostook County for generations to come.










LONGEVITY

A History of Promises Kept

This page gives glimpses of WBRC's rich history of service across the state of Maine. Company founder C. Parker Crowell (top left) was a UMaine grad and the first AIA Fellow in Maine. When the Great Fire of Bangor of 1911 destroyed much of the downtown, including Crowell's offices, he helped rebuild the downtown. This includes Bangor's Kirstein Block, the building which now serves as WBRC's Central Street headquarters. The firm's work over the past century spans across the state of Maine. This includes many projects in Aroostook County, beginning with the Orcutt Hotel in St. Agatha in 1902. More recent county projects range from UMPI's iconic Campus Center to Northern Maine Readiness Center to Northern Maine Community College's Akeley Student Center. In addition to civic projects, WBRC provides solutions for healthcare, commercial, and educational clients such as Northern Light Health, L.L.Bean, and school districts across the state.

UMaine Ferland Engineering Education & Design Center | Orono, ME

WBRC REPRESENTATIVE PROJECT EXAMPLES

Maine Public Sector Project Examples

The following list of representative new construction, major renovation/expansion projects speaks to WBRC's ability to serve as good stewards of public dollars.

Several of these projects were completed in collaboration with niche design experts who brought specialized experience in areas such as public safety, sports facilities, and laboratory design.

County & Municipal

- Cross Insurance Arena, formerly Cumberland County Civic Center, Portland (with Sink Combs Dethlefs)
- Cross Insurance Center, Bangor (with Sink Combs Dethlefs)
- Castine Main Street Renovations
- Downtown Old Town Visioning
- Town of Hollis Visioning
- Penobscot County Judicial Center (as consultant to Leers Weinzapfel)

Public Safety

- Brunswick Fire Station (with Mitchell Associates)
- Hartford Fire Station, Augusta (with Mitchell Associates)
- Sanford Fire Stations Study, Concept & Schematic Design (with Mitchell Associates)
- Lewiston Fire Stations Study (with Mitchell Associates)
- Ellsworth Public Safety Study (with Mitchell Associates)

Department of Defense

- Northern Maine Readiness Center, Presque Isle
- Maine National Guard Joint Force Headquarters, Augusta (with O'Brien Atkins)
- Lewiston Readiness Center Renovations, Lewiston
- Armory Renovation Projects (8+ Communities)

VA Healthcare VISN

- VA Togus Specialty Care Addition, Augusta, ME
- VA Providence Mental Health Building, Providence, RI
- VA Manchester Urgent Care Building, Manchester, NH

Maine Public Schools

- South Portland Middle School, South Portland, ME
- Belfast Area High School Renovation & Addition, Belfast, ME
- Oceanside High School Renovation & Addition, Rockport, ME
- Brewer Community School, Brewer, ME
- Brewer High School Renovation & Addition, Brewer, ME
- Hampden Academy, Hampden, ME
- Ocean Elementary School, Portland, ME
- Captain Steven Elementary School, Belfast, ME
- Presque Isle Middle School Renovation, Presque Isle, ME

Maine Public University System

UNIVERSITY OF MAINE - Orono, ME

- UMaine Athletics Master Plan (with Crawford Architects)
- UMaine Alfond Arena Renovation & Expansion (with Crawford)
- UMaine Multipurpose Sports Arena (with Crawford)
- UMaine Field Hockey Complex (with Activitas)
- UMaine Softball Complex (with Activitas)
- UMaine Diagnostic & Research Laboratory (with Perkins & Will)
- 3D House Prototype
- Factory of the Future 1 (with ORNL)
- UMaine Offshore Wind Laboratory
- Ferland Engineering Education & Design Center (with Ellenzweig)

UNIVERSITY OF MAINE at FORT KENT

- Fox Auditorium Renovation

UNIVERSITY OF MAINE at PRESQUE ISLE

- Lisnik Nursing Simulation Center

MAINE COMMUNITY COLLEGE SYSTEM

- Eastern Maine Community College Master Plan Update, Bangor, ME (with Rinck Associates)
- Washington County Community College Master Plan Update, Calais, ME
- Northern Maine Community College, Akeley Student Center and Smith Fitness Center, Presque Isle, ME
- NMCC EMS Simulation Center, Presque Isle, ME
- NMCC Allied Health Simulation Center, Presque Isle, ME
- NMCC Early Childhood Child Care Center, Presque Isle, ME

In addition to the projects profiled on the following pages, WBRC has helped create important new or renovated spaces across Maine, from Portland to Presque Isle. From top to bottom: Oceanside Elementary School, Portland; Brunswick Central Fire Station, Brunswick; Cross Insurance Arena, Portland; Belfast Area High School Expansion, Belfast; Hartford Fire Station Expansion, Augusta.

Iowa Women's Correctional Facility | Michtellville, IA

JUSTICE DESIGN CONSULTANT

STV: National Justice Design Leadership

Established in 1912, STV is a leading multidisciplinary architectural, engineering, planning, environmental, and construction management firm with more than 3,000 personnel in more than 60 offices nationwide.

Beginning in the late 1960s with the design of the award-winning Leesburg Prison in New Jersey—which broke with accepted traditions of correctional architecture and became the prototype for ensuing advanced concepts in correctional architecture—STV has pioneered architecture that is responsive to the objectives of modern judicial and correctional facilities.

Founded: 1912
Staff Count: 3,000+
Headquarters:
350 Fifth Avenue, 10th Floor
New York, NY 10118
(212) 777-4400
stvinc.com

The design for justice facilities must be sensitive to the issues of overcrowding, court orders, and the special needs of people in custody, operating staff, and elected officials.

STV works to create humane environments, using natural light and air to enhance both operations and security in ways that increase safety and positive outcomes. By using normative materials of traditionally lower cost, the firm has been able to create humane environments supportive of the best program aims of modern correctional theory.

For over four decades, STV has been the leader in introducing successful new design concepts for the field of correctional facility architecture.

The firm's innovations include normative design, unit management, direct supervision, and the multi-centered prison. STV's experience encompasses planning and design of more than 450 judicial and criminal justice projects in more than 40 states and 200 counties in the nation.

STV has advanced a broad range of justice projects from master planning, programming, and interior design, through architectural and engineering design, construction management, and comprehensive program management.

The firm's experience includes the planning and design of a variety of institutional facilities, including maximum-, medium-, minimum-, and close-security prisons; police, juvenile, detention, sheriff's, and substance abuse treatment facilities; holding and classification centers; and

trial courts and family courthouses. Throughout STV's history, their multidisciplinary teams have assessed facility needs, developed master plans, designed, renovated, or rehabilitated numerous justice facilities.

STV has a national reputation for innovative, state-of-the-art justice projects that are responsive to the specific needs of the local system.

The broad range of services STV offers for justice facilities includes:

- Architecture
- Facility Planning and Programming
- Engineering
  - -Mechanical
  - -Electrical
  - -Plumbing & Fire Protection
  - -Geotechnical
  - -Structural
  - -Civil
  - -Environmental
  - -Security, Information Technology
  - -Audio Visual
- Interior Design
- BIM
- 3D Rendering
- Landscape Architecture
- Construction Management
- Environmental Assessments/Impact Statements
- Wetland Studies/Permits/Mitigation
- Flood Plain Analysis
- Constructibility Review
- Cost Estimating
- Scheduling

STV has the depth and breadth of resources and services to support programs from master planning and preliminary site analyses through conceptual development, final design, and construction implementation. STV provides these services throughout the country in areas including, transportation, environmental, infrastructure and planning, construction-related services, and industrial and technical services. This benefits their clients through efficient coordination, ultimately paying dividends in schedule and cost reliability.

JUSTICE DESIGN LEADER PROFILE

Meet STV Justice Practice Leader Frank Greene

Frank J. Greene, FAIA, OAA, NOMA, is an STV vice president and architecture chief who leads the firm's justice practice. With more than 40 years of experience in the justice industry, he is a leader in the courts and corrections field across North America. Based in New York City, Frank is an active member of the American Institute of Architects Academy of Architecture for Justice and the Correctional News Knowledge Council.

Frank is a leading authority on designing correction facilities that promote positive outcomes.

Recent subject matter he's addressed includes creating normative environments; facilitating direct supervision; designing facilities that maximize daylighting, fresh air, noise reduction, and exposure to the outdoors; leveraging technology to increase access to justice; and design solutions that increase staff safety, lower stress, promote positive interaction, and help individuals in custody make a successful return to society.

He is an articulate and persuasive advocate for STV justice facility clients and the communities they serve.

Las Colinas Women's Detention and Reentry Facility | Santee, CA

JUSTICE PROGRAMMING CONSULTANT PROFILE

CGL: Experts in Justice Planning & Operations

Established in 1974, CGL has since grown into the largest, most comprehensive criminal justice consulting firm in the world and a leading provider of justice facility planning, design, program management and maintenance solutions.

CGL's 360 Justice Approach gives our clients an integrated, informed approach to help justice clients understand how it all comes together. We pride ourselves on our dedication to improving the justice system, combining our expertise in the core disciplines of operational and facility planning, design, and facility maintenance with more than 50 years of experience in the justice market to introduce best practices that are transforming the experience of justice for staff, public, and offenders.

Founded: 1974
Staff Count: 450+
Headquarters:
1330 Avenue of the Americas
New York, NY 10019
cglcompanies.com | (212) 663-9154

CGL brings together the top minds in justice planning, design, maintenance, and management. Our team has worked in and alongside criminal justice agencies, dedicating our careers to understanding the complexities and unique nature of the justice system. From operations experts with firsthand experience as wardens, administrators, and directors of justice facilities and systems, to internationally-recognized experts in sustainable justice practices and criminology, we deliver a 360 approach to justice.

CGL has worked all 50 states and 202 countries, delivering solutions on more than 2,000 projects. We are internationally recognized experts in justice facilities, specializing in facility planning, design, maintenance, and operations.

The CGL Team specializes in both strategic system planning and facility development consulting for corrections, justice, public safety, and government facilities. CGL's approach embraces the functional aspects of system components to define needs, resources, and solutions in a manner that requires accountability at all levels of decision-making. Our priority is serving our client. CGL planners have developed hundreds of needs assessments, facility assessments, programs, and master plans for courts of many jurisdictions.

Rhode Island Youth Training Academy | Cranston, RI - CGL

Iowa Correctional Institution for Women Expansion | Mitchellville, IA - STV

B

Project Understanding and Approach

North Dakota Department of Corrections and Rehabilitation Visioning Workshop

Project Understanding

Aroostook County stands at an important crossroads. The existing jail, built in another century for a very different era of justice, no longer meets the County's operational, safety, or humanitarian needs. Its structure and systems have exceeded their useful life, and its layout reflects an outdated philosophy of incarceration rather than the modern goals of rehabilitation, safety, and efficiency.

We understand that the current Aroostook County Jail is beyond its useful life and should be replaced for a variety of reasons documented in the recent report by Justice Planners. We are eager to help you plan and design a new facility that will meet your needs and help you achieve your aspirational goals. Since its construction in the 19th century, much has changed in secure facility practice, and even beyond persistent overcrowding, the configuration of the building does not reflect the generations of evolution in philosophy and best practices. The County has reached a consensus conclusion that adaptations and renovations are not a practical way to address the needs in the Jail and thus has issued this Request for Proposals.

Most of the current population is awaiting trial. While many who are admitted to the facility are released within a matter of days, there are many more whose charges and risk to public safety suggest further detention before trial, often for many months.

While all who enter are forever marked by the experience of incarceration, those with greater risk and need benefit greatly from evidence-based programs targeted at improving outcomes from this contact with the justice system. We have recent experience with providing facilities to address the often co-occuring medical, mental health and substance abuse issues that beset the people who come into the care and custody of the County.

Our understanding is that you have as priorities improved safety, medical and mental health services, spaces for programs for the people in your custody. Improving the experience and well-being of your staff is also a critical factor in your long-term success. Your new facility will include evidence-based layout and meaningful amenities to promote staff well-being, retention, and recruitment.

We will work with your team to explore the benefits of direct supervision, beginning with an improved intake and booking area that is safe, secure, promotes calm, and less traumatizing for those entering the system. We will also collaborate with your team on the use of technology for security and monitoring activities in the facility, as well as improving overall conditions that affect the physical and

mental health of all who inhabit the building, including more daylight and recreation areas.

A key lesson learned from the experience of the Covid pandemic, is how technology and environmental conditions can be leveraged to improve health and resist the spread of disease during lockdown. The existing jail does not have the air conditioning systems that can provide 100% outside air, recirculating interior air and aiding the spread of airborne pathogens. Additionally, use of video connections from the housing units to the outside mean that effective measures, such as virtual court appearances, consultations with attorneys, access to programs, and virtual visits, is limited by the facility's infrastructure.

So far, Aroostook County has clearly identified the need for a new facility and has done extensive work to validate this fact, along with determining projections of needed capacity and costs through an intensive planning study completed by Justice Planners. A key decision that remains is agreement on the optimal location for the Jail. WBRC/STV has experience guiding clients through the facility development process, often in collaboration with Program Managers and including stakeholder engagement. Our experience working through the design process can help Aroostook County to navigate the complex process of planning and building a new correctional facility in compliance with all relevant guidelines and alignment with the goal of an efficient, safe and humane detention facility.

WBRC/STV is ready to help Aroostook County move confidently into that future.

We understand this project is not just about replacing a building — it's about building a better system of care, custody, and community trust.

Your priorities — safety, health, rehabilitation, and staff wellbeing — are at the heart of our approach. We've designed facilities across the country that use direct supervision, natural light, and smart technology to create calmer, safer environments with lower incidents of violence and higher staff retention. We've seen firsthand how small architectural decisions — like how people enter the building or where daylight reaches — have powerful effects on morale, behavior, and outcomes.

A modern correctional facility is a reflection of the community's values.

It must be secure, sustainable, and fiscally responsible — but it must also communicate dignity and hope to everyone who enters. Our goal is to design a facility that embodies that vision: safer for staff, healthier for residents, and respected by the surrounding community.

Santa Cruz CA County Rountree Detention Center - CGL

Iowa Correctional Institution for Women - STV

Approach to Your Project

Our team will partner with Aroostook County leadership to deliver a humane, efficient, affordable, and sustainable facility to align with emerging paradigms for detention centers. Based on our understanding of the key challenges that will shape the success of this project, we have developed ideas to address these challenges but also considerations for design best practices. We look forward to the opportunity of sitting with you to discuss any additional challenges that we would need to address.

The professionals leading your project bring decades of correctional design experience and a proven record of helping counties navigate the complex path from need to occupancy. We will work as your trusted partner through all three major phases:

1. Site Selection – Helping you evaluate, compare, and reach consensus on the best possible location, balancing environmental, operational, and community factors.

2. Programming, Concept Design, Referendum Support – refining your needs into clear, visual plans and cost models that can be shared with stakeholders and the public with confidence.

3. Full Design and Construction Administration – delivering a complete, coordinated design that meets your goals, budget, and schedule, and overseeing construction to ensure the facility performs as intended.

At every step, our process emphasizes collaboration, transparency, and accountability. We will engage County officials, staff, and the community to ensure alignment — not only on technical issues but also on values and outcomes. We believe this is essential for a project that will serve the County for generations.

Our Promise to the Committee:
We will guide Aroostook County through this process with the same care and professionalism that has made WBRC, STV and CGL trusted partners for justice projects. Our team will bring deep expertise in correctional best practices, leading-edge technology, and sustainable design — all focused on one goal: helping you deliver a safe, efficient, and forward-looking facility that the County can take pride in.

PROJECT INITIATION

Our project initiation is structured in three phases for a rapid and effective start:

Immediate Mobilization: Upon notice to proceed, our team will mobilize. Our first action will be to request key preliminary documents and data, such as previous reports, offender population statistics, and staffing information, to ensure our team is prepared for the kick-off.

Formal Kick-Off: We will convene a kick-off meeting with the County's Project Committee. The agenda for this meeting will be to finalize the work plan and schedule, define project communication protocols, and confirm all project goals and objectives.

Stakeholder Visioning Workshop: Following the kick-off, we will facilitate a visioning workshop with a broader group of County stakeholders and user groups. This session is designed to listen to diverse insights and concerns, fostering a collaborative project culture from day one. The workshop will conclude with a consensus-derived set of project priorities that will act as our guiding principles.

PHASE 1: Site Selection

Selecting the right site is one of the most consequential decisions Aroostook County will make for this project. The chosen location will influence operational efficiency, staff recruitment and retention, public access, construction costs, and long-term maintenance. Our approach ensures that the decision is data-driven, transparent, and defensible, giving the County a clear record of how and why the final site was selected.

STEP A: INITIAL SITE IDENTIFICATION

WBRC will lead the initial site selection process by reviewing existing municipal and County data to identify potential parcels suitable for development. We will assess each location's environmental, infrastructural, and logistical attributes — including proximity to utilities, road access, and land availability.

We will rely on the County's real estate knowledge to identify candidates for consideration. An important early task is to define the criteria that will serve to evaluate the various sites: including but not limited to cost, size, environmental, adjacencies, access, topography, and location within the County. Each of these technical factors will be analyzed for its merits, and a composite scoring established. A less technical factor, but one with great importance is community acceptance of a detention facility as a neighbor. Our practice suggests that properly designed, and detention center can be a "good neighbor" and we will provide evidence to support that message.

STEP B: AGENCY CONSULTATION

We will engage early with key state agencies — including the Maine Department of Environmental Protection (MDEP), Maine Department of Transportation (MDOT), and other relevant regulatory bodies. These conversations help identify potential red flags and permitting challenges before the County invests in site-specific studies. Our goal is to prevent surprises later in the process and keep the project on schedule.

STEP C: INITIAL NATURAL RESOURCES REVIEW

Partnering with a qualified wetland and soil scientist, WBRC will perform an initial review of each potential site to identify wetlands, vernal pools, and other sensitive environmental features. This effort will include field visits, data sheets, and preliminary mapping to help determine any environmental constraints early in the process.

STEP D: SITE EVALUATION & SELECTION MATRIX

Each site will be scored using a comprehensive matrix that considers both quantitative and qualitative criteria:

- Environmental impact and permitting requirements
- Accessibility for staff, visitors, and service providers
- Infrastructure readiness (utilities, road access, emergency services)
- Development constraints (topography, wetlands, easements, adjacent uses)
- Soils and Geotechnical Review
- Traffic Evaluation
- Expansion potential and long-term flexibility
- Community compatibility and visual impact

This scoring system allows the County to make an informed decision supported by objective analysis. The results will be presented in a clear, graphical format for easy comparison and discussion among decision-makers.

Because site selection often raises public concern, we will assist the County in preparing transparent and informative materials for stakeholder meetings. Our team has experience helping clients communicate complex technical issues in accessible language, helping build trust and understanding with residents and officials.

PHASE 2: Programming, Concept Design and Referendum Support

STEP A: PROGRAMMING (WITH CGL)

Concurrent with site selection, we will move into Programming — the process of defining exactly what spaces, capacities, and relationships the new facility will require.

Prior to design, we will work with key stakeholders to establish the operational assumptions and space needs that will define the project. Aroostook County, through Justice Planners, has developed the basic metrics for the project, an approximately 180-bed facility with direct supervision housing units as the building blocks, housing all levels of custody and full services. With this as a starting point, we will begin by validating and adding detail to the space program, creating operational narratives and diagrams room, and populating data sheets that will become the building blocks for design.

Our process includes consultations with facility leadership and personnel to ensure we understand their desired operations so we can align the program and design direction accordingly. The final space program and design criteria will meet Detention and Correctional Standards for Maine Counties and Municipalities and American Correctional Association (ACA) Standards, and be within the project budget.

STEP B: CONCEPT

Our process will explore the opportunities that the site analysis identifies along with possible variations/alternative organization options and ultimately result in a developed Concept Design. The design will incorporate all the spaces in the program, and the various options will be the subject of workshops to discuss and explore the operational, staffing, and security implications of different arrangements. While not a fully developed design, the level of detail will be sufficient to understand layers of security, flow of people and services, and even an estimate of operating costs as well as initial construction costs.

Our 3D visualization tools will allow the committee and staff to review and refine these concepts in near-real time. This phase concludes with updated cost estimates and a clear, visual plan that captures consensus before detailed work begins.

To create a process that is accountable and productive, we will make an early scheduling effort to detail the steps necessary to reach a design that is functional and affordable. The project management team will organize the various stakeholders into groups that reflect their roles, such as a project delivery team, a detention center users' group, and focused technical working groups. This project must be able to withstand skeptical public scrutiny, and therefore must be visionary, while remaining practical and affordable.

A key element of this management structure is to establish an Executive Steering Committee that includes key stakeholders from the County to meet regularly, probably weekly to coordinate and align the activities of the WBRC/STV team with the entire project team. This group will plan ahead for the anticipated activities and milestones, assess progress, make adjustments where necessary, and signoff on key decisions after consultation with the larger stakeholder/user groups.

Accountability and Transparency. This investment in resources to house people accused of a crime occurs at great intervals, and the planning and design must consider consequences for many future generations. The rationale for decisions, accountability for cost and necessary disruptions, and communication of the benefit of the design, all take place in the arena of media scrutiny and political discourse. The project team must be aware of the need to provide a clear message of the practical benefit of the design approach to a possibly skeptical citizenry.

In November 2024, Sanford Maine voters approved a $42.5 Million referendum for a new central fire station and district fire station. Project supporters, led by Chief Scott Susi and the city's communication team, used a multi-pronged approach to educate voters on the urgent need for these facilities. Key tools included social media, community forums, informational signage, and detailed information on the city's website, sanfordmeconnects.com. WBRC provided communications support for this successful effort.

STEP C: REFERENDUM SUPPORT

Aroostook's existing jail is functionally obsolete, overcrowded much of the time, and fails to provide adequate space for medical, mental-health, programming, intake/booking and secure circulation. Multiple outside assessments (including the National Institute of Corrections and Justice Planners) and county study committees conclude the building has reached the end of its useful life and recommend replacing it with a modern regional facility sized and programmed to meet needs through mid-century.

We will assist County leadership in developing a public engagement strategy, including presentation materials, talking points, and display boards for community meetings. Our goal is to help convey the project's necessity, fiscal responsibility, and long-term benefits for safety, efficiency, and community well-being, including but not limited to the following:.

• Facility has outlived its useful life: The jail complex dates to the 19th century and has been repeatedly patched and expanded; county leaders and assessors say the structure is outdated and difficult to operate safely.

• Overcrowding and capacity mismatch: The facility is licensed for ~117 beds but routinely operates at or above that level (average daily populations reported near 114–120), while the original design was for far fewer inmates — producing chronic crowding and operational stress.

• Inefficient, unsafe layout and operational constraints: Independent reviews found the layout is inefficient, creates security and safety risks for staff and inmates, and prevents normal flows for booking, medical care, attorney visits, programs and secure movement. The building's additions over time left it "disjointed" and hard to operate.

• Lack of space for health care, mental-health treatment, programming and reentry services: Reports note there is insufficient dedicated space for medical exams, mental-health services, counseling/program rooms, attorney/client visits, showers/outdoor recreation, and secure intake — yet a high share of the people in your custody are pretrial and require these services.

• Regulatory, safety and staffing impacts: Assessors flagged that the facility's condition increases safety risks and complicates staffing; ongoing maintenance and fire/safety compliance costs and variances make continued operation increasingly costly and risky compared with a properly designed new facility.

• Pretrial population pressures: high proportion of individuals are awaiting trial; a holding facility not designed for long-term needs increases legal and health risks.

• Service limitations: limited program and medical spaces reduce treatment, reentry programming and mental-health care that reduce recidivism.

• Regional responsibility: the county jail serves many law-enforcement agencies across the county and must meet regional detention standards; an obsolete facility constrains those partners.

Using an approach similar to Sanford Maine's "Building a safer tomorrow" campaign that resulted in overwhelming support for two (2) new replacement Fire Stations, WBRC/STV will work in partnership with your internal staff by helping to create support graphics and content that is shared through community forums, media, and community engagement sites similar to ZenCity and Revize.

Throughout the referendum period, our team will provide responsive technical and visual support—updating graphics, refining cost data, and answering facility-related questions as they arise. We will ensure that County officials and voters alike have clear, consistent information that builds trust and supports a successful outcome on Election Day.

www.SanfordMeConnects.com
Reference: Chief Scott Susi 207-324-9160

PHASE 3: Design Phase and Construction Administration

With the referendum approval of a program and preferred site, WBRC/STV will guide Aroostook County through a comprehensive and collaborative design process. Our team's goal during this phase is to transform the County's vision into a detailed, buildable plan that meets functional, regulatory, and fiscal expectations — while upholding the County's commitment to public trust and long-term value.

The 3rd phase of the project will have the following milestone sub-phases. We will continually update the schedule to serve as a useful working tool for the comparison of options.

- Schematic design phase
- Design development
- Construction documents
- Bidding
- Construction Phase Services

Each phase will include subtasks, together with meetings, milestones, reviews, and approvals. We will identify construction phasing, as appropriate. We will submit

CGL's justice programming team collaborates with user groups.

deliverables identified for each task at key working meetings during the project and include them in the reports.

STEP A: SCHEMATIC DESIGN

The development of the schematic design will examine more closely the detailed development on a room-by-room basis of the Concept Design from Phase 1. Overlaying the site constraints with the concept plans and closely studying the layout will produce preliminary detailed options that we can evaluate for functional, financial, and constructability benefit. In addition, there will be "sub-options" that are variations on how to implement options and how to integrate site features, parking areas, drives, open space, and other factors into the recommended solution. The selected approach will incorporate strategies for the detention center driven by a "big idea" about the nature of the public space, its relationship to the neighborhood, and a recognition how they will shape the building image.

The WBRC/STV team will conduct a series of workshops during the schematic phase to brainstorm issues and concerns and to review preliminary options. After assimilating the ideas generated during the workshop into the design, we will meet again a week or two later to present and discuss the merits of the alternative approaches, working towards selecting a preferred option. We propose a regular series of bi-weekly progress meetings that will present the status of work to date, allow us to discuss current issues, and work together on the possible resolutions, making consensus-based decisions about directions to explore and items to rule out. It is our experience that this open process with user and owner input results in designs that ultimately please the stakeholders. People who have participated in and contributed to the preparation of the design take pride in their work and become champions of the project.

Our products during the schematic design phase include a range of media intended to clearly communicate the many technical aspects of the project to the non-technical stakeholders in simple diagrams, examples from other projects, and relevant precedents. We employ sketches, scale models, computer drawings, 3-D renderings, and animations, as appropriate, to help the stakeholders understand the elements of the project that they are helping to design. We suggest that the project team travel to visit best in class similar county jails to see these concepts in action, and to speak to the facility staff about lessons learned.

The workshops will progressively build on decisions made to focus and refine the design approach, with a final schematic design that is in alignment with the vision statement; that expresses the symbolic and aesthetic values of Aroostook County; and that meets the functional, operational, and budget requirements in a high-performance building design. Achieving these goals will require a close examination of every element and aspect of the project, as there is no tolerance for misplaced gestures in the tight constraints of budget, available site area, and aspirations for design excellence.

WBRC/STV will augment the design studies by consultation with our engineering and other specialty consultants to assess the most cost-effective systems to deliver the desired environmental, security, and technological performance. We will conduct a sustainability workshop at the outset of the project to explore the affordability of incorporating the latest thinking in green building design in a way that takes advantage of how these features have become mainstream in the building industry with an open-ended approach that leaves room for future upgrades. WBRC/STV may provide the consulting services to achieve LEED Gold, if desired.

Project Budget - The development of accurate cost estimates to arrive at a budget model at the schematic stage is an important challenge. Sound early estimates require a depth of knowledge of the detention building type, as there are no detailed construction drawings or specifications on which to base the estimate. We will draw on our extensive experience as public building designers to work with the estimator to make sure that we account for the special conditions and construction quality typical of detention centers.

We will provide separate estimates for each of the options, with the cost impacts of the variations on each option tested as well. We will break down estimates by phase and include appropriate escalation projections. The estimates will be on a unit cost basis, broken down into a "systems/component" format, providing a moderate level of detail based on assumptions about type of construction, quality of finishes, etc.

WBRC/STV will provide total construction costs. In addition, the budget will identify project costs, which include consultant fees, contingencies, fixtures, furniture and equipment (FF&E), site development allowances, technology and security allowances, and contingencies.

STEP B: DESIGN DEVELOPMENT

With confirmation that the schematic design meets the functional, budget, and schedule objectives, the design team will begin the final design documents. Employing a range of technical and engineering consultants, the team will work with the County to finalize the design, and to complete documents ready for competitive procurement. Throughout this process, meetings and workshops with Aroostook County officials, Sheriff Department and other users will mean that the functional objectives are met within the constraints of the project budget.

The key deliverable for this phase is preparation of the design development drawings and preliminary specifications. The design will consist of floor/ceiling plans, elevations, cross sections, landscaping plan, site and grading plans, site survey, and other drawings to scale showing the location of walls, doors, windows, equipment fixtures, and other necessary items. The design will also include requirements for the plumbing, air-conditioning, heating, electrical and other work needed to make a comfortable environment. The design will define performance criteria and distribution systems for electrical and mechanical system components, including performance criteria and distribution systems for security systems including locking devices, cameras, interface with BMS systems, interface with existing jail systems and other systems as required.

The WBRC/STV team will prepare an opinion of probable construction cost of building systems and components including all related costs and estimated contingencies, reflecting the final design level of completion. We will identify required planning entitlements and permits, prepare applications, and conduct presentations describing the project, as needed. We will deliver construction specifications in CSI/UCI 16 Division Format, or equivalent, including work sequence schedule in Division 1, General Requirements in consultation with Aroostook County.

WBRC/STV will prepare renderings of the facility design, both birds' eye and eye level, for both exterior and interior spaces to help the County to visualize the final product and communicate it to the public.

STEP C: CONSTRUCTION DOCUMENTS

During this phase, we prepare the complete, coordinated set of drawings and technical specifications required for competitive bidding and construction. Our experienced technical teams, many with prior correctional project experience, ensure precision and consistency across all disciplines.

The final construction documents, specifications, calculations, energy models, supporting documents, construction cost estimates, schedules, and other requirements will be prepared and finalized during the final construction documents phase of the project. Prospective bidders will be able to make accurate and reliable bid estimates regarding the quantities, quality, and types of labor, materials, and methods required to supply and install the necessary building systems, site development work, and building construction to complete the project. The construction documents will be packaged, including existing utilities and environmental documentation, as required for single or multiple prime contracts.

We also provide the County with a phased permitting and review strategy, enabling timely agency approvals and minimizing project delays. This effort will include meeting with the agencies to address comments, resolve outstanding issues, and confirm mutual understanding, code compliance, and implementation through the design provisions. This effort will facilitate a smooth transition into the permit phase.

Timely completion of the final design and the permit application phase can be achieved by focusing on engineering discipline coordination and obtaining regulatory approvals from permitting and other stakeholders prior to the bid and award phase. We will distribute the plans to all regulatory agencies and meet with them as needed during the final design phase. The specification language and non-proprietary requirements will be carefully checked in compliance with State and County guidelines and plan review requirements. At the conclusion of this phase, all required permits will be secured, final County bid forms will be completed and signed, and the final updated construction cost estimate will be issued. The final design submission will include all documents and requirements listed in the corresponding RFP checklist. Responses to plan review comments will be provided in the tabulation and format required by the Plan Review Unit to address and

fulfill outstanding comments. This phase will also include final design submission, review and approval by the County.

STEP D: BIDDING AND PROCUREMENT

The WBRC/STV team will assist the County with the preparation of bid forms, notice to bidders, procurement instructions, and general and supplemental instructions as they apply to the project. We will consult with the County to prepare a list of potentially interested contractors and participate in a pre-bid conference. The WBRC/STV team will respond to bid questions and prepare written addendum and addendum drawings, if necessary, to clarify intent of the documents to bidders. We will deliver such addenda to the County no later than 10 days prior to scheduled bid opening. WBRC/STV will assist the County in evaluating bids and determining the lowest responsible bidder.

STEP E: CONSTRUCTION ADMINISTRATION

During the construction phase, WBRC/STV's architects and engineers will work with the County and builders to see that the intended design is delivered throughout the construction process. We will address issues, conflicts, and various conditions in a timely way to minimize change orders and to control the quality of construction. Careful documentation and record keeping will allow the County to have a full accounting of the progress of the work and protect the value represented by the investment in the new building.

WBRC/STV will attend the pre-construction meeting. We will review submittals including equipment data, shop drawings, and product data to assure compliance with contract documents, and make recommendations to the County on claims and other matters relating to the execution and progress of work, including interpretation of the architect's documents. WBRC/STV will observe construction regularly and at key dates including startup and testing of equipment and commissioning. We will verify the completion of punch-list items, prepare supplementary punch-lists, and review project closeout submittals from contractor including drawings, operations and maintenance manuals, and warranties. STV will certify substantial completion, final completion, and final payment to contractor.

Courtyard Detail, Maine National Guard Joint Force HQ - WBRC

BUDGET & COST CONTROL

Staying on Target, on Time, & on Budget

As a firm that often leads specialized teams on complex projects, WBRC has developed a proven system for quality, scope, cost and schedule management. We understand that controlling project construction costs and time schedules is critical to the success of our clients, and our commitment to this effort has provided us with a significant list of return clients.

Scope Definition

WBRC will provide professional space programming and planning as well as all architectural, structural, mechanical, plumbing, electrical, construction administration, and closeout services which may be required. We will rely on the expertise of our design and programming consultants to provide specific programming and space planning appropriate for this project.

Quality Assurance

WBRC has an established quality assurance/quality control (QA/QC) budget and cost control program, implemented throughout the organizational structure, and used effectively in collaboration with our project partners.

Quality control cost/budget review occur at multiple stages of the design process and involves everyone on the project team. Potential coordination and construction issues are identified prior to deliverables being made, and are incorporated into those packages.

Schedule Control

Delivering the project within the defined schedule requires continual monitoring and communication. At the first suggestion of schedule problems or delays, our team leadership will discuss the best approach to recover time or to avoid the delay altogether. The design team will advise the client of the discussions and options proposed, and upon agreement regarding the proposed solution, immediately communicate the action to be taken.

Cost Control & Designing to Budgets

Your WBRC team will control costs by engaging an independent cost estimator, and local vendors beginning with programming. Further review and estimates, including appropriate contingencies, will be provided at multiple stages throughout the design to ensure the work continues to adhere to the budget.

Price Projections

Our past project experience has given WBRC a wide range of background information for the development of Cost Estimates to review alongside of facility deficiencies. This comparative information is essential when looking at costs projections throughout the life of the project.

Estimate vs. Bid Chart

WBRC Public Sector Projects	Construction Cost Est.	Base Bid
South Portland Middle School, South Portland, ME	$55.8M	$55.5M
Morse Multi-Purpose Sports Arena, University of Maine, Orono, ME	$87M	TBD
Ferland Engineering Center, University of Maine, Orono, ME	$53.5M	$55M (w/alternatives)
Alfond Arena/Shawn Walsh Hockey Center Reno/Expansion, Orono, ME	$35.5M	$37.8M (w/alternatives)
Maine National Guard Joint Force Headquarters, Augusta, ME	$28.837M	$28.764M
Northern Maine Readiness Center, Presque Isle, ME	$17.1M	$16.9M
Bigelow Laboratory for Ocean Sciences, East Boothbay, ME	$29.6M	$26.7M
University of Maine Diagnostic & Research Laboratory Renovation, Orono, ME	$8.5M	$8.2M
Hollywood Casino, Hotel, and Parking Garage, Bangor, ME	$80M	$80M
NMCC Rodney Smith Wellness Center/Akeley Student Center, Presque Isle, ME	$4.885M	$5.071M
Lewiston Middle School Renovation and Expansion, Lewiston, ME	$7.634M	$7.581M
Hampden Academy, Hampden, ME	$37.3M	$36.2M
Cross Insurance Arena Renovation & Expansion, Portland, ME	$29.3M	$28.4M

Morse Multi-Purpose Arena, University of Maine, Orono, ME - WBRC

Maine National Guard Joint Force Headquarters | Augusta, ME - WBRC

C

Firm Qualifications and Resumes

COMMITMENT TO THE COUNTY

WBRC: Serving Aroostook County for Over a Century

WBRC is celebrating 123 years of service this year. While clients such as the VA and L.L.Bean take us to projects all across the United States, the majority of our projects continue to be in and around the State of Maine.

WBRC's headquarters in Bangor puts us in a comfortable driving distance to any meeting or project site in Aroostook County. We are currently working on projects in Fort Kent, Presque Isle, Houlton, and Caribou.

Our team's proximity, and our company's commitment to old-fashioned customer service, will be critical to the success of this project.

While virtual meetings are very helpful tools, oftentimes there is no substitute for being there in person—especially during the planning, site assessment, concept design, public presentation, and construction administration phases.

WBRC's roster of projects in Aroostook County goes all the way back to 1902! Recent projects include projects for Northern Maine Community College, Cary Medical Center, Maine National Guard, UMPI, and UMFK.

Projects Across the State of Maine

- Aroostook: 140
- Penobscot: 550
- Cumberland: 170
- Hancock: 124
- Kennebec: 67
- Knox: 64
- Piscataquis: 50
- Somerset: 32
- Waldo: 28
- Lincoln: 26
- York: 21
- Androscoggin: 21
- Washington: 17
- Franklin: 5
- Oxford: 3

Left: Northern Maine Community College is a long-time client of WBRC. Our team has designed over a dozen projects on campus, including the new Early Childhood Childcare Center.

Top: WBRC's Bangor headquarters allows our team the ability to provide in-person service and oversight throughout the project.

Better Design Solutions through Great Partnerships

Over a decade ago, WBRC made the decision to seek expert partners to better serve its clients when creating specialized projects. In the years since, our team has worked with a variety of specialists with expertise in niche project types for the civic, commercial, education, and healthcare sectors. By combining our knowledge of the Maine climate, culture, regulatory system, and construction market with our consultants' focused expertise, our clients end up with a superior product. *We look forward to creating another Maine success story for the people of Aroostook County with the WBRC + STV with CGL team.*









The projects on this page represent public sector projects where WBRC served as the prime A/E firm with specialized design firms helping to guide the planning and design process. Top of page: University of Maine Shawn Walsh Hockey Center. Thumbnails above, top row: Shawn Walsh Hockey Center and Alfond Arena Expansion, Ferland Engineering Education & Design Center, Morse Arena, all at the University of Maine. Second row: Sanford Fire and EMS Station, Brunswick Central Fire Station, Hartford Fire Station; Third row: Maine National Guard Joint Force Headquarters, Hampden Academy; Cross Insurance Arena.

wbrc + stv

with CGL

WBRC + STV with CGL PROJECT TEAM

Organizational Chart

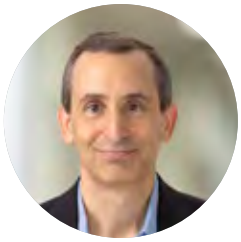
Rob Frank PE, LEED AP
Principal-in-Charge

Mat Ward AIA, NCARB
Project Manager/Project Architect
Primary Point of Contact

Frank Greene FAIA, NCARB
STV - Justice
Design Principal

Brett Firfer AICP, LEED AP
CGL - Programmer

Brian LEE CPM, CIM, CCE
CGL - Detention Planner



Jeff Hyman AIA, NCARB
Design Manager

Kimberly Scott NCIDQ, IIDA
Interior Designer

Ariana Melzer NCIDQ, CDT
Interior Designer

Toby Michaud PE
Civil Engineer

David Woodward PLA, CLARB
Landscape Architect

Miguel Betancourt PE
Structural Engineer

Andrew Rudnicki PE, LEED AP
Mechanical Engineer

Phil Badger PE
Electrical Engineer

wbrc

Robert M. Frank III *P.E., LEED AP*

Senior Principal, Board Chair, Civic Studio Director, Civil Engineer

Rob Frank is a WBRC Senior Principal, Board Chair, Civic Studio Director, and Civil Engineer with 30 years of experience conducting master planning and design for projects covering the commercial, civic, educational, and healthcare sectors. Principal for design of projects and client relationships ranging from federally and state funded agencies to private investment groups.

Project Role

Principal-in-Charge

Education

University of Maine, B.S., College of Engineering

Certifications

Professional Engineer | Maine No. 7552 and two other states and NB Canada

The National Council of Examiners for Engineering and Surveying (NCEES Certificate No. 21712)

LEED Accredited Professional

Affiliations

Maine State Chamber of Commerce Board

School Board Member, RSU 22, Vice Chair

RSU 22 Budget Committee, Chair

UMaine, Civil Engineering Association (CEA), Director

University of Maine Alumni Association Board, Past Chair

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- Maine National Guard Joint Force Headquarters, Augusta, ME
- Brunswick Fire Station, Brunswick, ME
- Downeast Lake Land Trust Administrative Building, Grand Lake Stream, ME
- City of Old Town Downtown Visioning, Old Town, ME
- Town of Hollis Visioning, Hollis, ME
- Hartford Fire Station Renovation/Expansion, Augusta, ME
- Northern Maine Readiness Center, Presque Isle, ME
- MeANG B493 Roof Replacement, Bangor, ME
- Building 260, Army Aviation Support Facility, Multiple Projects, Bangor, ME
- North View Near Net Zero Apartments, Dover-Foxcroft, ME
- Sebasticook River Near Net Zero Apartments, Newport, ME
- Brewer Public Safety Building, Brewer, ME
- Bangor Police Station, Bangor, ME
- Augusta Parking Structures, Augusta, ME
- Cross Insurance Arena Renovation & Expansion, Portland, ME
- Aura Events Venue, Portland, ME
- Puritan Medical Products SAS Conversion, Pittsfield, ME
- Brunswick Naval Air Station Reuse Master Plan, Brunswick, ME
- Bangor Savings Bank Training Center & Branch, Augusta, ME
- UCU Headquarters, Orono, ME
- Diamond Jubilee Cruise Terminal, Saint John, NB, Canada
- Maine Community Foundation Addition, Ellsworth, ME
- Camden National Bank, Hanley Center Headquarters, Rockport, ME
- Camden National Bank Renovations, Belfast, ME
- Bangor Humane Society Renovation and Expansion, Bangor, ME
- Mason's Brewing Company Brewery and Restaurant, Brewer, ME

wbrc

Mathew Ward *AIA, NCARB*

Principal, Project Manager, Maine Licensed Architect

Mat Ward is a WBRC Principal, Architect, and Project Manager with more than two decades of experience in the planning, design, and quality control management for projects for the educational, civic, healthcare, and commercial sectors. Mat is responsible for all phases of a project from concept design through construction administration.

Project Role

Project Manager
Architect of Record

Education

Wentworth Institute of Technology, B. Arch.,

Wentworth Institute of Technology, A.S. Architectural Engineering Technology

Certifications

American Institute of Architects No. 38334835

Licensed Architect | Maine No. ARC4134

Also licensed in NH, VT, CT, MA, NY and MI

NCARB No. 73756

Affiliations

American Institute of Architects, Maine Chapter

National Council of Architectural Registration Boards

Director of PAL Youth Soccer for Albion, Benton, Clinton, and Fairfield

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- Maine National Guard Joint Force Headquarters, Augusta, ME
- Northern Maine Readiness Center, Presque Isle, ME
- Hartford Fire Station Renovation/Expansion, Augusta, ME
- Brunswick Fire Station, Brunswick, ME
- Versant Power Astronomy Center, University of Maine, Orono, ME
- Lovejoy Health Center Renovations/Addition, Albion, ME
- HealthReach Health Center Renovation, Madison, ME
- Bangor Humane Society Renovation and Expansion, Bangor, ME
- Lewiston Readiness Center Renovations, Lewiston, ME
- Sanford Fire Department Studies and Concept Design, Sanford, ME
- South Portland Transportation Building, South Portland, ME
- Offshore Wind Laboratory, University of Maine, Orono, ME
- Roberts Plaza Renovation, Colby College, Waterville, ME
- Mudd Science Building Renovations, Colby College, Waterville, ME
- Arey Life Sciences Building Renovations, Colby College, Waterville, ME
- Bartlett Hall Renovation, Thomas College, Waterville, ME
- Boardman Hall STEM Renovation, University of Maine, Orono, ME
- The Jackson Laboratory, Multiple Projects, Bar Harbor, ME
- Hannaford Supermarkets, multiple projects throughout New England
- Pine Tree Camp Dining Hall Renovation, Rome, ME
- Acadia Federal Credit Union Broadway Branch and Operations Center, Bangor, ME
- Camden National Bank Fitout, Waterville, ME
- Camden National Bank Renovations, Belfast, ME
- Mason's Brewing Company, Brewer, ME

Project Role
Justice Design Principal

Education
Bachelor of Architecture;
Howard University

Certifications
Registered Architect:
Connecticut, New York,
and 18 other states

National Council of
Architectural
Registration Boards (NCARB)

Affiliations
Fellow, American Institute
of Architects (FAIA)

Ontario Association of
Architects (OAA)

National Organization of
Minority Architects (NOMA)

AIA Academy of Architecture
for Justice

AIA AAJ Sustainable Justice

Court of the Future Network

Frank J. Greene *FAIA, NCARB*

Principal, Architect

Frank Greene, the architecture chief heading STV's justice practice, is an internationally recognized leader in the planning and design of courts, correctional facilities, and juvenile centers. He brings more than 40 years of experience in this specialized field, collaborating with owners, users, and surrounding communities to develop facilities that enhance the vitality of the civic realm and improve the public experience of the justice system. Frank began his career in Massachusetts, with early exposure to the need for improvements to justice facilities brought into sharp focus while implementing court-ordered upgrades to the former Deer Island Jail in East Boston, and to the Charles Street Jail in downtown Boston intended to correct security and humane standards deficiencies. Over the years he has maintained his ties to New England, with designs for the Secure Treatment Center at the Maine Youth Center, and Phase 1 of the Maine State Prison. He applies leading-edge best practices to design responsive and restorative facilities that respect the dignity of detained persons and their families while also facilitating efficient and safe courthouse and correctional operations.

Related Project Experience

Fulton County Jail Feasibility Study
Lead Detention Planning and Design Principal
Spearheaded planning and conceptual design best practices for a replacement of the existing Fulton County Jail in Atlanta, which regularly exceeds its maximum capacity of 2,500 inmates. The firm conducted an in-depth statistical analysis to identify operational challenges, potential sites for the new facility, and cost estimates. Frank engaged stakeholders, including those in the justice system, elected office, and people with lived experience, to help the client define a new paradigm for creating trauma-informed environments for people awaiting trial.

NYCDDC Borough-Based Jails Queens Facility
Designer of Record
Leading the multidisciplinary design team for the design-build project to construct a new 10-story, 1.1 million sf, $4 billion jail in the Kew Gardens section of Queens on the site of the dismantled Queens Detention Complex. This New York City Department of Design and Construction (NYCDDC) project is part of the Mayor's Office of Criminal Justice (MOJC) Borough-Based Jails (BBJ) Program that is developing four new state-of-the-art jails in Manhattan, the Bronx, Brooklyn, and Queens, to allow closure of the Rikers Island jail complex. In concert with its builder/partner, the firm is designing the secure facility as a civic asset that will provide dignified treatment of up to 1,040 people in custody and convenient access for families, service providers, and attorneys, in a high-performance sustainable building. Building on his role in the NYCDDC's development of the master plan, Frank is applying his expertise to the only one of the four new BBJ facilities that will house both women and men. He's directing development of parallel circulation systems that provide women in custody sight and sound separation from men in custody.

Frank Greene projects, cont.

Macomb County Central Intake and Assessment Center | Justice Design Principal
Guided the development of a conceptual design strategy to provide much needed facilities to address specialized needs at the Macomb County Jail in Mount Clemens, MI — the state's largest single-site correctional facility. The $228 million capital program includes a new Centralized Intake and Processing Center, the first step of implementing significant criminal justice reform and improving outcomes for those in contact with the justice system. Frank contributed insights into emergent best practices in treating individuals who are beginning the process of healing, shaping environments that are safe, normative, and trauma-informed, and that initiate a process leading to a successful return to the community.

Nassau County Correctional Center Master Plan | Justice Facilities Specialist
Provided justice master planning expertise for the consultant team that prepared a comprehensive feasibility study and master plan for the Nassau County Correctional Center in East Meadow, NY. The Nassau County Department of Public Works (DPW) commissioned the effort to provide architectural and engineering recommendations for the re-purposing or replacement of the circa-1971 facility. Frank participated in workshops to provide analysis of existing deficiencies, insights to emergent best practices, and conceptual options to guide the redevelopment of the campus to a more efficient, humane, right-sized, and sustainable detention complex.

NJDPMC Juvenile Justice Master Plan and Prototype Facility | Design Lead
Managed the programming and conceptual design of a prototype juvenile justice facility for the New Jersey Division of Property Management and Construction (NJDPMC). The three new 48-bed, community-based facilities would replace an outdated centralized building housing adjudicated youth and allow residents improved access to rehabilitative services in humane, restorative, and nurturing settings programmed to increase receptivity to positive change. The low-rise campus environment includes educational, vocational, and recreational facilities appropriate to the developmental needs of young people.

NYCDDC Borough-Based Jails Master Plan | Justice Design Principal
Led detention facility planning, concept design, and community engagement for the master plan of a borough-based jail system comprising new state-of-the-art jails in Manhattan, the Bronx, Brooklyn, and Queens to allow closure of the Rikers Island jail complex. The plan aims to provide safe, dignified treatment of detained persons and convenient access for families and service providers in high-performance, sustainable buildings. The plan was informed by international best practices, and engagement with city leaders, community representatives, and stakeholder groups.

NYCDDC Brooklyn Detention Center Renovation and Expansion | Justice Design Principal
Supervised justice facility planning and design for the renovation and expansion of the Brooklyn Detention Center for the NYCDDC. Frank's team prepared a physical and operational assessment of an existing 700-bed facility, which was made up of outdated linear remote-supervision units. He developed the schematic design of an expansion that would create a 1,500-bed facility featuring modern direct-supervision units and greatly expanded support spaces, including visiting, recreation, and program spaces. The project was suspended after the schematic design submission.

Maryland DGS Baltimore Therapeutic Treatment Center | Design Principal
Set the design vision and oversaw the quality of the programming, planning, and design of the new $700 million Baltimore Therapeutic Treatment Center (BTTC) that will provide mental health and substance use treatment services and care to offenders upon entry into the criminal justice system. STV provided site and utility design, architectural design, and engineering to create construction bid documents for the Maryland Department of General Services (DGS). STV will also support the bidding process and provide construction phase services.

Project Role

Programmer

Education

University of Texas at Austin, Master of Science in Community & Regional Planning

University of Texas at Austin, Bachelor of Science in Architectural Studies

Certifications

American Institute of Certified Planners (AICP)

LEED AP

Affiliations

American Planning Association

American Institute of Architects, Associate Member

National Association of Courts Management

Brett Firfer *AICP, LEED AP*

Vice President, Justice Facilities Programmer

Brett Firfer is a Vice President at CGL with more than 25 years of experience planning and programming justice facilities nationwide. His expertise includes data analysis, staffing projections, space programming, pre-design, and phasing strategies, which he has successfully applied to projects ranging from individual facility upgrades to large-scale master plans covering millions of square feet.

Brett has a deep understanding of justice system operations and policy, enabling him to deliver solutions that balance functionality, flexibility, and long-term goals. Known for his organization, responsiveness, creativity, and collaborative approach, he works closely with clients to address needs and develop plans that work.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Lancaster County Correctional Center Owner's Representation, Lancaster, PA
- Dutchess County New Justice and Transition Center Planning and Design, Poughkeepsie, NY
- Monroe County Children's Detention Center Planning and Design, Rochester, NY
- Baltimore Therapeutic Treatment Center Owner's Representative, Baltimore, MD
- District of Columbia Correctional Treatment Facility Annex Owner's Representation, Washington, D.C.
- Camden County Regional Jail Planning and Initial Design, Camden, NJ
- Lucas County Detention Center Planning and Design, Toledo, OH
- Berks County Correctional Center Owner's Representation, Reading, PA
- Marion County Jail Needs Assessment, Marion, SC
- Pennsylvania Department of Corrections Strategic Facility Planning, Harrisburg, PA
- Wayne County Criminal Justice Center Owner's Representation, Detroit, MI
- City of Columbia Law Enforcement and Judicial Center Planning, Columbia, SC
- Monroe County Public Safety Building Renovation, Rochester, NY
- New York City Boroughs Jails Study, New York, NY
- Philadelphia Prison System Inmate Space and Planning Study, Philadelphia, PA
- Rikers Island New Admissions and Assessment Facility, New York, NY
- Montgomery County Jail Needs Assessment, Conroe, TX
- Westchester County Correctional Facility Planning, Valhalla, NY

Project Role

Detention Planner

Education

Master of Business Administration, University of Phoenix

Certifications

Certified Public Manager, Arizona State University

Certified Jail Manager, American Jail Association

Certified Corrections Executive, American Correctional Association

Brian Lee *CPM, CIM, CCE*

Vice President, Detention Planner

Brian Lee is a CGL Vice President with nearly 30 years of experience in detention operations and public safety. A former Deputy Chief with the Maricopa County Sheriff's Office, he oversaw the day-to-day management of one of the largest jail systems in the country. He played a key role in advancing evidence-based practices to reduce recidivism and served as the Chairman of the Maricopa County Smart Justice (Re-entry) Council, a collaborative effort involving multiple justice agencies to address systemic challenges.

At CGL, Brian provides operational expertise to justice agencies nationwide. His hands-on experience allows him to assess facility performance with a focus on efficiency, effectiveness, and long-term sustainability. His work is driven by a commitment to improving outcomes for staff, inmates, and the communities they serve.

Related Project Experience

- Lancaster County Correctional Center Owner's Representation, Lancaster, PA
- Maricopa County Intake, Transfer, Release & Detention Facility Programming and Design, Phoenix, AZ
- Baltimore Treatment and Therapeutic Owner's Representation, Baltimore, MD
- District of Columbia, Department of Corrections Correctional Facility Annex Owner's Representation, Washington, D.C.
- Santa Clara County Custodial Facilities Operational Needs Assessment, San Jose, CA
- Jackson County Detention Center Owner Representation, Kansas City, MO
- Bell County Sheriffs Office Organizational Effectiveness and Efficiency Study, Belton, TX
- Berks County Detention Center Owner's Representation, Reading, PA
- Sacramento County ITR & Mental Health Peer Review, Sacramento, CA
- Salt Lake County Detention and Law Enforcement Master Plan, Salt Lake City, UT
- Wayne County Criminal Justice Center Owner's Representation, Detroit, MI
- Nueces County Jail Needs Assessment, Nueces, TX
- Lorain County Jail Needs Assessment, Lorain, OH
- Maryland Department of Public Safety and Correctional Services Master Planning and Programming, Baltimore, MD
- Pennsylvania Department of Corrections Facility Planning, Harrisburg, PA
- Georgia Department of Corrections Facility Operations Review, Atlanta, BA
- Alberta Provincewide Correctional Master Plan, Edmonton, Alberta, Canada

Project Role
Design Manager

Education
Master of Architecture;
University of Illinois at Chicago

Bachelor of Science,
Architecture;
University of Maryland

Certifications
Registered Architect:
New York

National Council of
Architectural
Registration Boards (NCARB)

Affiliations
National Council of
Architectural
Registration Boards (NCARB)

Jeff Hyman *AIA, NCARB*

Principal, Architect

Jeff Hyman is an STV architect and senior project manager with more than 25 years of experience designing and managing significant justice projects throughout the United States. He brings high-level skills to programming, master planning, feasibility studies, capital planning, facility assessment, and all phases of architectural design. Jeff is also seasoned project manager who has proven adept at aligning design goals to construction budgets. He earned his reputation as a reliable leader and facilitator on high-profile efforts across the full range of project delivery methods, including efforts involving diverse client groups and large consultant teams.

Related Project Experience

Massachusetts DCAMM Lower Basin State Police Barracks Rehabilitation
Project Detention Specialty Architect
Led the architectural design details and coordinating with the multidisciplinary team for the adaptive reuse of the Lower Basin Barracks along the Charles River in Boston. As a subconsultant, the firm provided architectural design and MEP engineering services for the $14 million adaptive reuse that is rehabilitating the barracks section of the circa-1908 building and expanding it by 6,800 sf to provide modern public briefing and station command areas; staff uses and building support space; a detention area; and a garage. Jeff developed details and specifications for the persons-in-custody holding areas and all detention specialties, furnishing designs that will enhance operations and correct accessibility and life safety deficiencies.

The project has been designed to meet LEED Silver and Mass LEED Plus criteria for sustainable construction standards while preserving the structure's Italian Renaissance Revival architectural features.

NYCDDC Borough-Based Jails Master Plan
Project Manager
Provided management and coordination services for the concept design for the master plan of a borough-based jail system comprising a new state-of-the-art jail in Queens to allow the closure of the Rikers Island jail complex. The plan aims to provide safe, dignified treatment of detained persons and convenient access for families and service providers in high-performance, sustainable buildings.

DASNY Suffolk County RTA Detention Facility
Design Project Manager
Providing oversight during programming and project definition for the development of design-build bridging documents for a new LEED Gold juvenile detention facility in Yaphank, NY. The Suffolk County Raise the Age (RTA) facility will house 40 juvenile offenders, juvenile delinquents, and 16- and 17-year-old adolescent offenders, with 8-bed housing units providing separate age-appropriate settings for each group. The trauma-informed design approach aims to provide a therapeutic, healing environment and identity. Jeff has been

Jeff Hyman projects, cont.

convening value engineering workshops involving all stakeholders and prioritizing interdisciplinary communications to help balance NYSOMH's programmatic and operational needs with budget, design, and constructability demands.

Maryland DGS Baltimore Therapeutic Treatment Center
Lead Architect
Leading the architecture and engineering teams through all phases of design and construction for the new $700 million BTTC. The new treatment center will provide deflection, diversion, mental health, medical, and substance use treatment services. The design will place significant emphasis on stabilization, treatment, care coordination, and discharge planning. STV is leading the architectural design, structural, geotechnical, mechanical, electrical, and plumbing engineering services for the Maryland DGS.

DASNY/NYSOMH South Beach Psychiatric Center New Residential Building
Project Manager
Managed the architectural and engineering design team through the construction phase for the new residential building at the South Beach Psychiatric Center in Staten Island for DASNY and the NYSOMH. The $217 million, 5-story building will house 250 adults and 12 adolescent patients, and features a media room, spiritual center, dance space, and indoor and outdoor areas for family visiting. Large floor-to-ceiling glazing and high ceilings enhance views of the adjacent state park and the ocean, and allow abundant natural light into the treatment areas, lobbies, and public corridors. The project includes sustainable design features to meet the goal of LEED Silver certification. Jeff provided construction administration services and responded to RFIs as needed.

DASNY Staten Island Family Court Consolidation Preliminary Design
Courts Project Manager
Managed interior space programming and design for the preparation of bridging documents to support the $155 million Dormitory Authority of the State of New York (DASNY) effort to consolidate the Staten Island Family Court facilities in the St. George section of Staten Island. Currently split among three sites, this project will create one cohesive 150,000-sf location in a renovated circa-1920, New York City landmark as well as a new addition to the historic building. The project will create a modern facility with well-optimized and adequate program spaces making sure that the Staten Island Family Court system can operate efficiently and effectively in a secure and accessible environment. Jeff leads the team preparing programming and designs for the court interiors, developing conceptual solutions to optimize operations and the public experience within the constrained site, and collaborating with the prime architect, client, and other stakeholders.

Maryland DGS Clifton T. Perkins Hospital Center Addition and Renovation
Architectural Lead
Led the design team that prepared $38.2 million in transformative renovations to 60,000 sf and additions to the north and administrative wings of the Clinton T. Perkins Hospital Center (Perkins Hospital) in Jessup, MD. Opened in 1959 and operated by the Maryland Department of Health (MDH), the 300,000-sf facility requires significant systems upgrades to better position staff and patients for positive treatment outcomes. Guided by commitments to reduce stress, improve operational efficiency, increase safety and security, and introduce the best practices in care, the firm is designing a new intake and sallyport area; reconfiguring the patient living areas to an enhanced security standard; replacing HVAC, electrical, plumbing and security systems; and expanding the central security control area and kitchen. In addition to setting a vision, updating outmoded facilities, and promoting flexibility for future needs, Jeff provided overall coordination among the design team, DGS, and other stakeholders.

Project Role
Interior Designer

Education
Bachelor of Fine Arts; New England School of Art and Design at Suffolk University

Certifications
National Council for Interior Design Qualification (NCIDQ); Council for Interior Design Qualification (CIDQ)

Affiliations
International Interior Design Association (IIDA)

Kimberly Scott *NCIDQ, IIDA*

Interior Designer

Kimberly Scott is a senior interior designer with 20 years of experience in the architecture, engineering, and construction industry, including more than 12 years providing leadership and project management for design projects. She has contributed to corporate, healthcare, aviation, federal, hospitality, and educational projects ranging in size from 1,000 sf to 700,000 sf, and excels at developing and maintaining excellent client relationships.

A skilled active listener, Kimberly partners with stakeholders to create thoughtful concepts and themed designs, then manages, develops, and refines ideas from concept through design development to construction documentation to meet the client's aesthetic and programmatic needs. She fosters team cohesion and productive coordination that fuels collaboration and helps overcome project challenges, is also highly proficient in using technology to create presentations, detailed plan sets, renderings, and construction specifications.

Related Project Experience

NYCDDC Borough-Based Jails Queens Correctional Center
Interior Designer
Providing interior design services for a new 1-million-sf jail located in the Kew Gardens section of Queens. Every aspect of the interior environment is thoughtfully crafted to foster positivity for both staff and individuals in custody, encouraging long-term transformation and well-being. The NYCDDC project is part of the $4 billion Mayor's Office of Criminal Justice (MOJC) Borough-Based Jails (BBJ) Program. As the largest of the four new jails in the BBJ program, the Queens project offers programs for both men and women, emphasizing inclusivity, flexibility, and future-ready infrastructure. Kimberly is leading the interior design efforts, aligning safety and security requirements with warmth and adaptability to ensure a humane and functional environment. She leads her team in developing and implementing interior concepts, delivering client presentations, coordinating space planning, and specifying finishes, furniture, and equipment.

Bristol Myers Squibb Project Charles
Interior Designer
Led interior design efforts for a new 480,000-sf state-of-the-art laboratory and office building in Cambridge Crossing, MA. The facility has a vibrant interior with an open floor plan design, multi-level communicating stairs, high ceilings, and interior glazing that maximizes natural lighting throughout. The project scope included a small internal medical suite with two exam rooms, a consulting room, restrooms, nurses office, waiting/reception areas, a nurses station, and medical storage. Other unique design elements included an outdoor terrace with a custom pergola and bench seating for employee use during the day and functions at night. Kimberly took the initiative in the development and execution of design and collaboration efforts to meet owner demands and compliance requirements for the interior build-out of the space. She successfully met client deadlines, and the project received LEED Platinum accreditation.

Kimberly Scott projects, cont.

Kingdom of Saudia Arabia Port of Neom Design-Build
Interior Designer
Led a team in the creation and documentation of a standards package for 30 unique space types across 15 different buildings in a design-build project in Saudi Arabia. Produced a comprehensive design guideline that met client-driven sustainability product requirements, adhered to tight deadlines, and stayed within budget parameters. This project is currently under construction.

City of Burlington BTV Project Next
Interior Designer
Led interior design efforts for a new 3-story mass timber addition for airport concourse expansion is Burlington Airports largest infrastructure and sustainable project to date. The design transforms the existing terminal building to become more linear and interconnected for operational efficiency and safety. Improved amenities included themed passenger open seating areas, a pet relief room, vendor space, new airline gates, jet bridges, and a public observatory. Kimberly led interior design efforts and provided conceptual design, space planning, design development, and final finishes selection documented in complete construction package set. Provided lead efforts and direction for development of 3D renderings.

CAVU Escape Lounges
Interior Designer
Developed a unique conceptual aesthetic for lounges to match the respective local vibes of airports in San Juan, PR (SJU) and Providence, RI (PVD). Kimberly delivered complete construction document packages within client-driven schedules for the lounges that averaged approximately 2,500 sf each. She provided design development and review/ guidance to make sure there was alignment across the different locations regarding design standards.

Luis Muoz Marin International Airport Escape Lounges
Interior Designer
Developed a unique conceptual aesthetic to match the local vibe and delivered a complete construction document package within a client-driven 12-week timeframe. The average lounge sizes are approximately 2,500 sf. Other lounges include PVD, BDL, XNA, and TUL.

Beacon Capital Partners Southline Boston
Interior Designer
Collaborated with clients and consultants to incorporate unique design features into individual spec laboratory suites in the old Boston Globe Headquarters in Boston, MA. The 276,000-sf rehab conversion fit-out maintained an industrial feel reflective of the building's history. Additionally, Kimberly conceptualized a Speakeasy in the covered loading dock, featuring a bar, curved booths, "secret" dining rooms, a bowling alley, and a game area with golf simulators.

Project Role
Interior Designer

Education
Suffolk University, Master of Arts, Interior Architecture

University of Wisconsin-Madison, Bachelor of Arts, Journalism

Certifications
NCIDQ

Certified Documents Technologist (CDT)

Affiliations
Maine Interior Design Association (MIDA), Board

Architalx, Board

Ariana Melzer *NCIDQ, CDT*

wbrc

Interior Designer

Ariana Melzer is a WBRC Interior Designer specializing in programming, space planning, and selection of furnishings, finishes and equipment for specialized environments. Her expertise includes sustainable and evidence-based design, building codes and standards, as well as construction documents and construction administration. A skilled collaborator, Ariana is an active leader in Maine's architectural and interior design communities.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- Dr. Jay Weil Center for Hospice, New Port Richey, FL
- Northern Light Blue Hill Replacement Hospital, Blue Hill, ME
- Northern Light CA Dean Replacement Hospital, Greenville, ME
- Northern Light Maine Coast Hospital Renovations, Ellsworth, ME
- MaineHealth Waldoboro Medical Office Building, Waldoboro, ME
- MaineHealth 49 Spring Street Medical Office Building, Scarborough, ME
- VA Cape Cod, Community-Based Outpatient Clinic (CBOC), Hyannis, MA
- VA Togus Medical Center, Orthopedic Clinic Renovation, Augusta, ME
- VA Togus Medical Center, Inpatient Renovation, Augusta, ME
- VA Togus Medical Center Sterile Processing, Augusta, ME
- VA Providence Medical Center, Sterile Processing and Distribution Expansion, Providence, RI
- VA West Roxbury Medical Center, CT/IR Renovation, West Roxbury, CT
- VA Leeds Mental Health Acute Care Renovations, Leeds, MA
- VA Togus Corridors Renovation, Augusta, ME
- MaineHealth 22 Bramhall Street OR26 Renovation, Portland, ME
- MaineHealth ED Pediatric Waiting Room, Portland, ME
- Northern Light Mercy Hospital Windham Renovations, Windham, ME
- Northern Light Maine Coast Hospital Cardiology Renovations, Ellsworth, ME
- Houlton Regional Hospital Pharmacy Study, Houlton, ME
- L.L.Bean Flagship Store Renovation & Addition, Freeport, ME
- Northern Maine Community College Childcare Center, Presque Isle, ME
- Camden National Bank Renovations, Belfast, ME

Project Role
Civil Engineer

Education
University of Maine, B.S., Mechanical Engineering

University of Maine at Presque Isle, BA, Behavioral Sciences

University of Maine at Presque Isle, AA, Criminal Justice

Certifications
Professional Engineer Maine No. 12674 and four other states

Affiliations
ACEC, Maine Chapter

Toby Michaud *P.E.*

wbrc

Civil Engineer

Toby Michaud is a WBRC Civil Engineer with broad expertise in site development; sidewalks and streetscape design; environmental permitting; stormwater management design; and construction administration. Due to his range of project experiences, he has created a unique knowledge set of design considerations, permitting requirements, and construction realities. He has over 20 years of experience, four of them with WBRC.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- UMaine Shawn Walsh Hockey Center and Alfond Arena Renovation/ Expansion, University of Maine, Orono, ME
- UMaine Morse Multipurpose Sports Arena, University of Maine, Orono, ME
- Northern Light Blue Hill Replacement Hospital, Blue Hill, ME
- Northern Light CA Dean Replacement Hospital, Greenville, ME
- Downeast Lake Land Trust Administrative Building, Grand Lake Stream, ME
- Secure Lab, Advanced Structures and Composites Center, University of Maine, Orono, ME
- Davis Road Near-Net Zero Senior Housing Complex, Bangor Housing Authority, Bangor, ME
- Oceanside Middle School Improvements, Thomaston, ME
- Thomaston Grammar School Improvements, Thomaston, ME
- Bangor Housing Authority Capehart Driveway Improvements, Bangor, ME
- VA West Haven Medical Center Boiler Replacement, West Haven, CT
- VA West Haven Medical Center Chiller Replacement, West Haven, CT
- Boiler Renovations, University of Maine at Presque Isle, Presque Isle, ME
- Dirigo Pines Roadway Improvements, Bangor, ME
- Margaret Chase Smith Library Improvements, Skowhegan, ME
- Hadley's Point Campground Improvements, Bar Harbor, ME
- MeARNG AFRC Access Road Reconstruction, Bangor, ME*
- University of Maine Alfond Arena Dehumidification, University of Maine, Orono, ME*
- Foxcroft Academy Jim Robinson Field House, Dover-Foxcroft, ME*
- Whole Oceans Aquaculture Facility Site Design and Permitting, Bucksport, ME*

*prior to joining WBRC

Project Role
Planner/Landscape Architect

Education
University of Florida, Gainesville, B.S., Landscape Architecture

Certifications
Registered Landscape Architect in ME, NH, FL, NC & TN

CLARB Certified Landscape Architect

Affiliations
Member, International Council of Shopping Centers (ICSC)

David Woodward *PLA, CLARB*

wbrc

Department Manager, Landscape Architect

David Woodward is a WBRC Department Manager and Planner/Landscape Architect with 40 years of experience in land planning, site planning, due diligence, zoning, comprehensive plan amendments, landscape and hardscape design, construction documents, and construction administration.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- VA Providence Medical Center, Mental Health Building, Phase 2, Providence, RI
- South Portland Middle School, South Portland, ME
- Brunswick Fire Station, Brunswick, ME
- Northern Light CA Dean Replacement Hospital, Greenville, ME
- Northern Light Blue Hill Replacement Hospital, Blue Hill, ME
- Northern Light Sussman MOB Renovations, Blue Hill, ME
- KKW Water District Building, Kennebunk, ME
- VA Manchester Medical Center, Loop Road, Manchester, NH
- Northern Light Eastern Maine Medical Center, Kagan Ambulatory Surgery Center Addition, Bangor, ME
- Dr. Jay Weil Center for Hospice, New Port Richey, FL
- Children's Center Expansion, Augusta, ME
- HealthReach Community Health Center, Bethel, ME
- Maine Medical Center, West End Neighborhood Study, Portland, ME*
- USM Portland Campus, Campus Parking Demand Analysis, Portland, ME*
- Nouria, Lewiston, ME*
- Rock Row, Portland/Westbrook, ME*
- Maine Turnpike Authority, multiple projects in Maine*
- Town of Arundel Municipal Building, Arundel, ME*
- Mill Creek Plaza Redevelopment, South Portland, ME*
- Route 1 North Vision Plan, Falmouth, ME*
- Northern New England Passenger Rail Authority, Portland, ME*
- ISM Solar Development LLC, Multiple Maine Locations*
- Target Corporation Real Estate Portfolio Management, Multiple New England Locations*

*prior to joining WBRC

Project Role

Structural Engineer

Education

Purdue University, B.S.
Civil Engineering

Purdue University,
M.S. Civil Engineering,
Structural emphasis

Certifications

Professional Engineer | Maine
No. 14038 and six other states

Registered Structural Engineer
(SE) in Illinois

Affiliations

Structural Engineers
Association of Maine (SEAM)

American Institute of
Steel Construction

Miguel Betancourt *P.E.*

wbrc

Department Manager, Structural Engineer

Miguel Betancourt is a WBRC Associate, Structural Department Manager, and Structural Engineer with more than 20 years of experience in project management, analysis, and design of facility structures in the healthcare, government, education, commercial, and research sectors. Miguel specializes in fast-track design, structural cost optimization, lateral analysis of complex structures, and seismic detailing for high risk zones.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- UMaine Shawn Walsh Hockey Center and Alfond Arena Renovation/ Expansion, University of Maine, Orono, ME
- L.L.Bean Flagship Store Renovation and Addition, Freeport, ME
- Northern Light Blue Hill Replacement Hospital, Blue Hill, ME
- Northern Light CA Dean Replacement Hospital, Greenville, ME
- KKW Water District Building, Kennebunk, ME
- Dr. Jay Weil Center for Hospice, New Port Richey, FL
- UMaine Softball Complex, University of Maine, Orono, ME
- UMaine Field Hockey Complex, University of Maine, Orono, ME
- UMaine Soccer Complex, University of Maine, Orono, ME
- Secure R&D Laboratory, Advanced Structures and Composites Center, University of Maine, Orono, ME
- Murray Hall Structural Evaluation, University of Maine, Orono, ME
- UMaine Factory of the Future I, University of Maine, Orono, ME
- Northern Light Eastern Maine Medical Center, Kagan Ambulatory Surgery Center Addition, Bangor, ME
- VA Togus Medical Center, X-Ray 2 & 4, Augusta, ME
- VA Togus Medical Center, MRI, Augusta, ME
- VA West Roxbury Medical Center, CT/IR Renovation, West Roxbury, CT
- VA Jamaica Plain Medical Center Linear Accelerator, Jamaica Plain, MA
- VA Bedford Medical Center, Isolation Room, Bedford, MA
- Children's Center Expansion, Augusta, ME
- Cary Medical Center, HVAC Upgrade Phase I, Caribou, ME
- MaineHealth Waldoboro Medical Office Building, Waldoboro, ME
- USPS Renovations, Multiple Projects in New England

Project Role
Mechanical Engineer

Education
University of Maine, B.S., Mechanical Engineering Technology, magna cum laude

Certifications
Professional Engineer Maine No. 13006, also licensed in MA and VT

LEED Accredited Professional

Affiliations
ASHRAE

Andrew Rudnicki *P.E., LEED AP*

wbrc

Senior Associate, Mechanical Engineer

Andrew Rudnicki is a WBRC Senior Associate and Mechanical Engineer with 19 years of experience in heating, ventilation, and air conditioning system design. Specializing in energy, modeling, load calculations, and life cycle cost analysis with experience in computer aided drawing, estimating, energy audit reporting, project specification writing, and construction document production and review. Projects include residential, commercial, healthcare, and educational facilities.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- Maine National Guard Joint Force Headquarters, Augusta, ME
- Northern Maine Readiness Center, Presque Isle, ME
- Ferland Engineering Education and Design Center, University of Maine, Orono, ME
- Hartford Fire Station Renovation/Expansion, Augusta, ME
- Northern Light Blue Hill Replacement Hospital, Blue Hill, ME
- Northern Light CA Dean Replacement Hospital, Greenville, ME
- Brunswick Fire Station Feasibility Study, Brunswick, ME
- Lewiston Readiness Center Renovations, Lewiston, ME
- Brewer Public Safety Building, Brewer, ME
- Building 260, Army Aviation Support Facility, Multiple Projects, Bangor, ME
- Camp Keyes Natural Gas Conversion, Augusta, ME
- Akeley Student Center and Smith Wellness Center, Northern Maine Community College, Presque Isle, ME
- Husson University Southern Maine Campus, Westbrook, ME
- Beardsley Meeting House, Husson University, Bangor, ME
- UCU Headquarters, Orono, ME
- Sussman House, Pen Bay Medical Center, Rockport, ME
- Cary Medical Center ACU Renovation, Caribou, ME
- Rising Hill Assisted Living Center, Limestone, ME
- Northern Light Dialysis Center, Presque Isle, ME
- Northern Light AR Gould Orthopedic Office Suite, Presque Isle, ME
- Cape Integrative Health and Townhouses, Cape Elizabeth, ME
- North View Net Zero Apartments, Dover-Foxcroft, ME
- Sebasticook River Net Zero Apartments, Newport, ME
- Ocean Avenue Elementary School, Portland, ME

Project Role
Electrical Engineer

Education
University of Maine,
B.S., Electrical
Engineering Technology

Certifications
Professional Engineer
Maine No. PE12480
and nine other states

Maine-Licensed
Master Electrician

Affiliations
National Society of
Professional Engineers

New England Healthcare
Engineers' Society (NEHES)

Maine Healthcare
Engineers' Society (MEHES)

Philip Badger III *P.E.*

wbrc

Associate, Electrical Engineer, Department Manager

Phil Badger is a WBRC Associate, Senior Electrical Engineer, and Department Manager with 30 years experience in electrical building systems design and project management. His expertise includes systems design and improvement, permitting, code compliance, construction administration, standards development, and team management.

Phil is licensed in multiple states and has received special training in fire safety, telecommunications, and National Electrical Codes. He is also a Maine-licensed Master Electrician, giving him special insights into the constructibility and user-friendliness of a given design.

Related Project Experience

- Somerset County Judicial Center Planning and Design, Skowhegan, ME
- Sanford Fire and EMS Headquarters, Sanford, ME
- UMaine Hockey Center Renovation and Addition, University of Maine, Orono, ME
- Margaret Chase Smith Federal Building Renovations, Bangor, ME*
- Reagan National Airport USCG Readiness Center, Washington, DC*
- University of Maine Multipurpose Sports Arena, Orono, ME
- Maine Health Medical Office Building, Waldoboro, ME
- Maine Health 49 Spring Street Medical Office Building, Scarborough, ME
- Alfond Student Center Addition, Maine Maritime Academy, Castine, ME
- Bangor Police Department, Bangor, ME
- Husson University Master Plan, Bangor, ME
- Fort Russell Army Post Headquarters Renovation, Warren Air Force Base, WY*
- MeANG Bangor Resiliency Light Project Buildings, Bangor, ME*
- Maine Army National Guard Woodville Training Center Operations Area, Woodville, ME*
- Maine Army National Guard Woodville Training Center Overhead Utility 3-Mile Extension, Woodville, ME*
- Advanced Structures and Composite Center Office Addition, University of Maine, Orono, ME
- Hamlin Port of Entry, U.S. Customs Border Protection Agency, Hamlin, ME*
- Indian Mountain School, New Dormitory and Faculty Housing, Lakeville, CT*
- Cafe Expansion and Connector, Northern Light Eastern Maine Medical Center, Bangor, ME*

*prior to joining WBRC

Borough-Based Jails Horticulture Room Concept Design | New York City, NY - STV

D

Relevant Project Experience

CLIENT
State of Iowa Department of Corrections (IDOC)

COST
$80 Million

STV JUSTICE PROJECT

Iowa Correctional Institute for Women Expansion

Mitchellville, IA

In renovating and expanding the 445-bed Iowa Correctional Institution for Women (ICIW), the State of Iowa Department of Corrections (IDOC) implemented a type of gender-specific programming that had never been used in the United States. Instrumental in this effort was STV, which guided the transformation of the former reform school into an innovative 888-bed facility with medium/minimum and maximum security housing. The project involved the renovation of five buildings and the construction of six new buildings to house administrative offices, food services, training rooms, contact visitation rooms, and central control. The project improved staff efficiencies and enhanced security for residents, staff, and the general public.

Central to the project, STV's design integrated mental health treatment, medical care, substance abuse programs, assisted living, transitional programming, and correctional industries, all which are meant to help the IDOC meet its aim of better preparing incarcerated women to return to their families, communities, and workplaces. Registered with the goal of LEED certification, the design incorporated a number of sustainable building measures.

Planning and Design
At the outset of the project, the design team initiated biweekly consultant/client/stakeholder partnering sessions to establish communication lines, teaming, and procedures. Among the most important early tasks was the identification of design goals and opportunities specific to a women's correctional institution.

From the findings of several studies, a new master plan was selected for an 888-bed facility that was implemented while the existing facility was in continuous operation. In addition to the innovative medical/mental health and assisted living facilities, there are new facilities for staff and the administration, visiting, central control, the reception center, minimum/medium security housing, food service, education, and warehouse support facilities. The resulting sustainable multi-purpose institution supports multiple classification levels in facilities that employ design standards including accessibility, unit management, and direct supervision.

STV's resulting design met all programming requirements and project goals. The new site plan addressed program adjacencies, circulation issues, and phasing to allow ongoing operations and resulted in the relocation of ICIW's main entrance and the design of a new 30,000-sf entrance building supporting administration, security operations, visiting, and reception.

Medical and Mental Health

A key element of the project, the new 105,266-sf medical/mental health building, is located adjacent to the new entrance building. With an estimated 40% to 60% of residents suffering from serious mental health problems at the time of intake and more than 50% having substance abuse as their top treatment need, this new facility plays a critical function in helping to meet the state's goal of reducing the 3-year reoffending rate from 27 percent to 17 percent over the next decade.

Housing and Programs

The new 2-story, 55,180-sf medium/minimum housing building is composed of four pods supporting 64 residents each. Each pod is self-sufficient, with living, social, and outdoor recreation areas, as well as spaces for staff support programs. Its location provides a close pedestrian connection to the existing industry building. Food service and the buildings that support academic and vocational education and indoor activities are located at the heart of the redesigned campus. In addition, a minimum security live-out building for residents working in the community was expanded to provide space for 32 additional occupants.

STV's site plan also takes advantage of the positive attributes of the tree-lined quad. The redesigned campus has an upper and a lower quad, with the new buildings defining the perimeters. An overall continuity of materials and scale was created by the juxtaposition of new and existing buildings while providing the openness and lines of sight necessary for adequate safety and security.

CLIENT
Massachusetts Division of Capital Asset Management and Maintenance (DCAMM)

COST
$22 Million

STV JUSTICE PROJECT

Worcester County Jail Medical and Intake Facility

West Boylston, MA

The Worcester County Jail and House of Corrections faced space challenges so severe that it used modular buildings to carry out some of its intake processing. Needing both a safe and efficient place to secure new detainees, including those who need medical care, the state selected STV to develop a conceptual design, cost estimates, and final engineering and architectural plans for a new intake/medical unit to temporarily hold defendants prior to arraignments, pretrial hearings, and sentences.

STV's design for the 2-story, 32,600-sf facility streamlines operations while separating medical treatment functions from intake processing within a modern and sustainable environment. Completed in 2022, the LEED Silver targeted facility provides intake and processing services for approximately 60 adult men per day. It remains open 24 hours a day as a regional lock-up for local chiefs of police during nights, holidays, and weekends. The building includes housing for up to 28 regional detainees and medical housing for 26 patients.

The first-floor clinic provides examination and treatment rooms, medical equipment storage, and offices. The second floor provides individual and group medical observation rooms, a dedicated isolation room with a separate anteroom, showers and toilets, utility rooms, break rooms, and officer's and nurse's stations. Individual and group holding cells, processing stations, search and change-out areas, administrative offices and workspaces, property storage, and records areas are separate from the treatment area. The two sections are joined by common waiting areas.

CLIENT
Massachusetts Division of Capital Asset Management and Maintenance

COST
$50 Million

STV JUSTICE PROJECT

Franklin County Jail and House of Corrections

Greenfield, MA

The Franklin County Sheriff's Office is a national leader in providing evidence-based cognitive behavioral therapy for men and women with substance abuse and/or mental health issues.

To empower its mission to improve outcomes, the Franklin County Sheriff's Office selected STV to provide comprehensive architectural design, engineering, and construction administration services for the new, 92,000-square-foot facility. This modern, 2-story freestanding building was thoughtfully planned to accommodate 300 inmates, with every element designed to support the Sheriff's Office's therapeutic and workplace safety goals.

By incorporating extensive windows and orienting the building to maximize daylight, the design actively works to reduce tension and humanize the environment.

The project was delivered through a collaborative design-build contract, an approach that allowed STV's multidisciplinary team to work as a fully integrated team with the FCSO and construction partners.

As part of the core design program, the project team demonstrated careful environmental stewardship by prioritizing the protection of sensitive local wetlands during construction.


B16
B17


EXIT

CLIENT
County of Onondaga

COST
$50 million

STV JUSTICE PROJECT

Onondaga County Justice Center

Syracuse, NY

Onondaga County was required by the U.S. District Court to develop a plan to resolve the long-term overcrowding at the Public Safety Building Jail. In response to this order, the County developed comprehensive short- and long-range plans for both the pre-trial/pre-sentenced and sentenced inmate populations. The site selected for the new jail was to be part of the existing justice center at the heart of downtown Syracuse, NY.

STV performed architectural design services for the $50 million Onondaga County Justice Center. This 616-bed, 300,000-sf detention facility was designed to resolve long-term overcrowding at the adjacent public safety building, create an efficient inmate/staff ratio with a low per inmate operating cost, and be capable of future expansion without disruption.

The Justice Center was designed to be a “new generation” jail combining architectural design innovations with an alternative management approach known as direct supervision. This concept offered opportunities for cost savings in both facility construction and operations and maintenance. The more “normalized” environment has been shown to reduce “acting out” and other destructive behavior. Above two levels of administrative, program, and institutional support areas are four housing floors accommodating 56-bed living units, each adjacent to its own dayroom and outdoor recreation space. Each floor of 224 inmates share central unit management areas as well as a central program area with counseling rooms. This concept, called the Mini-Jail Concept, was invented by Silver & Ziskind (now STV) and has become the prototype of urban high-rise jails in major cities throughout this country. In addition, the facility has been recognized as a prototype facility by the National Institute of Corrections.

Considerable attention was given to creating a building which would be an acceptable neighbor in the center city context. The treatment of the exterior materials and building scale were sensitive to the central downtown location and the issues of a jail in such a location. Brick, stucco, and metal trim were used to relate to the existing neighborhood context. Strategies to obscure the true function of the building, such as combining cell windows and treating the building as linked towers rather than a single mass, were also employed. The resulting design reduced the mass by organizing the exterior as a series of volumes. The windows were combined to de-emphasize the number of cells as well as accentuate each volume.

A particular goal of the Onondaga program was a design which would promote positive and tension-reducing inmate behavior and staff professionalism. The new facility provides a separate entrance for staff and a number of planning provisions which enhance their sense of workplace, such as a staff lobby and lounge, dining room, classrooms, and recreation spaces. Additionally, intake areas offer open seating, similar to a doctor's office. This normative environment sets the tone for the rehabilitative nature of the facility.

CLIENT
Dormitory Authority of the State of New York (DASNY)

COST
$150 million

STV RELATED PROJECT

Bronx Psychiatric and Adult Behavioral Healthcare Center

New York, NY

The NYSOMH's Comprehensive Plan for Mental Health Services stated that "the best practitioners and programs have continued to emphasize person-centered, resiliency, and recovery-oriented approaches." These principles were at the core of the OMH's transformation of the 85-acre Bronx Psychiatric Center into a modern 35-acre campus with new children's facilities, transitional living residences, and a state-of-the-art 156,000-sf adult behavioral healthcare center. STV designed the 156-bed center for women and men to offer a residential environment that aids in-patient recovery. The firm also designed all site work and utilities, including new entrances, roadways, parking lots, stormwater management systems.

The initial challenge was to build consensus on program, operations, and design with a multifunction client team. Through a series of meetings, visioning sessions, and discussions, STV presented ideas that developed into the program of operations for the facility. Among these philosophies was the treatment mall concept, which as an internal organization principle that helps to create a stimulating setting encouraging resident participation. The interior design strives to imitate life in a community rather than an institution. Inviting storefronts surround plaza-like outdoor lobbies along a "Main Street" that provides open access to patient programs and a direct path toward "Downtown," where a commissary, consignment shop, bank, beauty salon, library, and spiritual center are located. Indoor and outdoor areas for family visits are also located off "Main Street," as are a gymnasium with a stage, workout area, and other recreational spaces with outdoor access.

The housing units feature varied living environments along with recreational and program spaces. Two nursing units on each floor are arranged back-to-back with administrative areas and a connecting cross-corridor located between the units. The open nursing unit improves visibility for staff supervision, providing a greater sense of safety for residents and care providers. The design also provides housing for civilian and forensic mental health patients.

STV carefully considered the movement of staff, residents, and building services to create an efficient plan, minimize the crossing of traffic, and improve security and operations. A secure service corridor, separated from resident zones in the treatment mall, is used for transporting food, linens, and waste. This improves staff efficiency and safety and allows the resident corridors to be a healthier, more appealing environment for treatment. The corridor also permits supervised travel of children from the children's facility to the medical clinic located in the adult center. Elevators are zoned and have double-face operations to separate the movement of residents from goods and services.

Administrative areas are located adjacent to the nursing centers with a staff-only corridor. Sightlines are a consideration in all staff and resident areas, with an emphasis on passive observation and direct sight over the use of electronic observation.

Large, floor-to-ceiling glazing and high ceilings enhance views of adjacent grounds and allow abundant natural light into the treatment areas, lobbies, and public corridors. All activity spaces and resident rooms have ample windows for natural lighting. The hospitality-derived interior finishes, furniture, and color palettes provide variety and promote positive behaviors. The firm selected low-maintenance materials that, while durable, are not institutional in appearance.

The exterior design combines cost-effective materials, including brick, stucco, and standing-seam metal roofing, in a composition that is attractive and welcoming. An entry court with landscaping and covered drop-off zone welcomes families and visitors. Visitors arrive through a landscaped entry court featuring a trellis canopy structure that provides covered drop-off.

As the first new adult in-patient facility designed and built by the OMH in two decades, the $150 million Adult Behavioral Healthcare Center at the Bronx Psychiatric Center is destined to be a model consumer-oriented environment. Airy, open spaces and open nursing units organized around the treatment mall concept foster the sense of a neighborhood, encourage socialization, and aid in patient recovery.

CLIENT
Dutchess County, New York

SIZE
297,000 SF, 569 beds

COST
$127,000,000

CGL JUSTICE PROJECT

Dutchess County New Justice and Transition Center

Poughkeepsie, New York

Dutchess County operated two jail facilities, a 1984 building and a 1995 addition, with a combined capacity of 292 beds and an average daily population of 500 inmates. Chronic overcrowding led to the boarding out of more than 200 inmates daily, resulting in significant per diem and transportation costs, staff overtime, and operational inefficiencies. Deteriorating conditions in the original facility and an unsustainable staff-to-inmate ratio of 1:1.3 further underscored the need for long-term solutions.

The County's Criminal Justice Council (CJC) conducted an initial Needs Assessment to evaluate the system's flow and identify options to improve efficiency and capacity. The study recommended construction of a new, modern facility on a new site but called for additional technical validation.

CGL was hired to validate the CJC findings. Our analysis included a comparative evaluation of the existing and proposed sites, including their respective ability to achieve bedspace capacity; security, classification, and programmatic requirements; operational efficiencies; and appropriate staffing ratios.

Upon submission of the Project Validation Report, CGL was retained again by Dutchess County to prepare a Project Definition Report. Our services included preparing a building evaluation assessment for five existing buildings on the Justice and Transition Center campus, defining the space program and operational requirements for a Law Enforcement Center and Justice Transition Center, and developing schematic-level design drawings based on the needs defined in the Space Program.

CLIENT
Monroe County, New York

SIZE
57,800 SF, 48 beds

COST
$29,000,000 (estimated)

CGL JUSTICE PROJECT

Monroe County Children's Detention Center

Rochester, New York

Monroe County's new Juvenile Justice Center for Monroe County sets a new standard for youth justice environments in New York State. The campus consolidates detention, placement, and court functions within one co-located system, supported by transition and aftercare services that ensure continuity of care for adjudicated youth.

Designed to foster community engagement, the center connects families, volunteers, mentors, religious and academic groups, community-based organizations, local businesses, and government partners—making delinquency prevention a shared community priority. The building houses boys and girls in detention and placement with appropriate physical and operational environment for the mixed classification groups, including sight and sound separation. he building will accommodate secure and non-secure zones and specific public, staff, and detainee circulation. Built on a site adjacent to Monroe County psychiatric facilities, the campus organization includes a detention, placement and courts facility, and an after care facility, It provides segregated public and private parking and access to the building and opportunities for expansion.

CGL provided program validation, master planning, and architectural design services for the new facility addition and renovations. Our team led the needs assessment efforts, space program, and created adjacency diagrams, operational narratives, and conceptual master plan studies. CGL produced schematic and design development documents, coordinated construction phasing and integration with the County and CM, and reviewed contractor submittals to ensure compliance with design intent, safety, and regulatory standards.

CLIENT
Lancaster County, Pennsylvania

SIZE
482,000 SF, 1,200 beds

COST
$150,000,000

CGL JUSTICE PROJECT

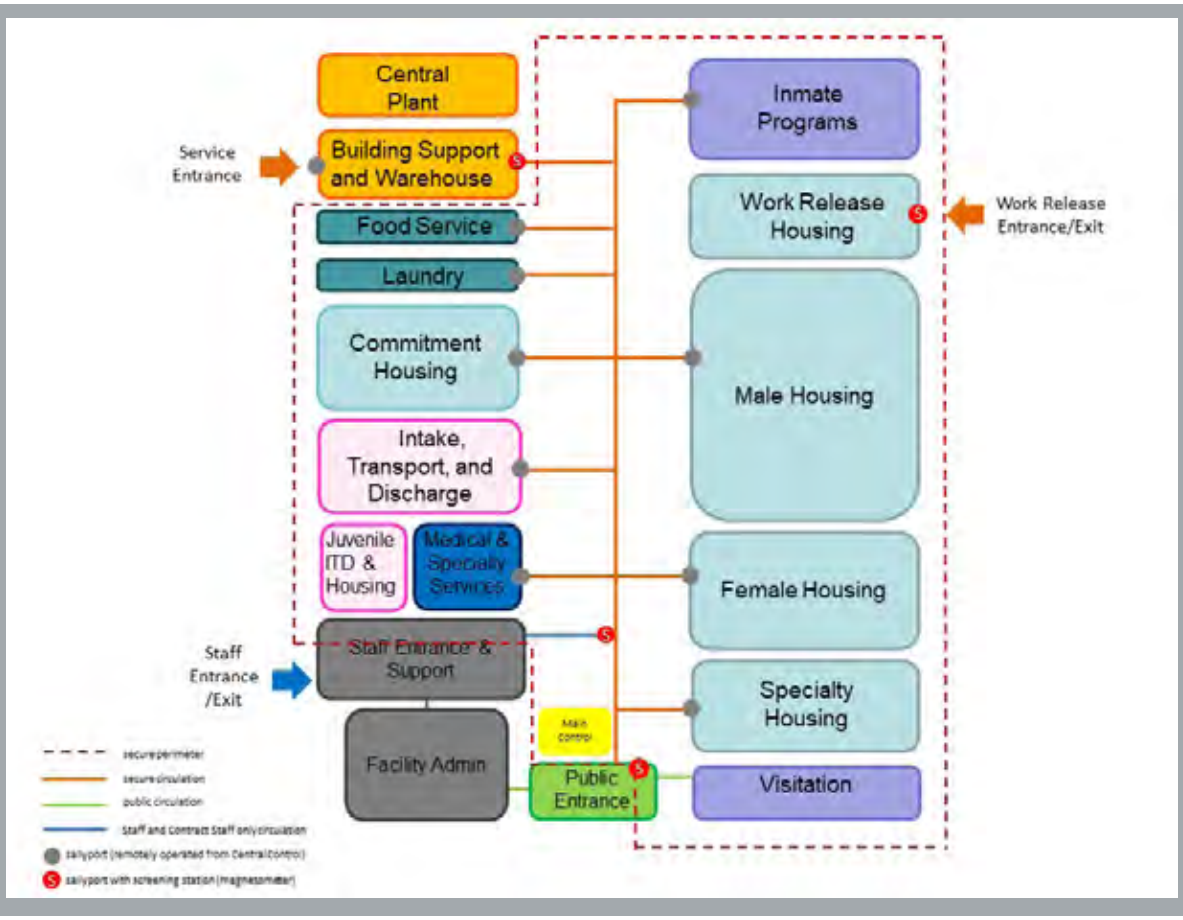
Lancaster County Correctional Facility Owner's Representation

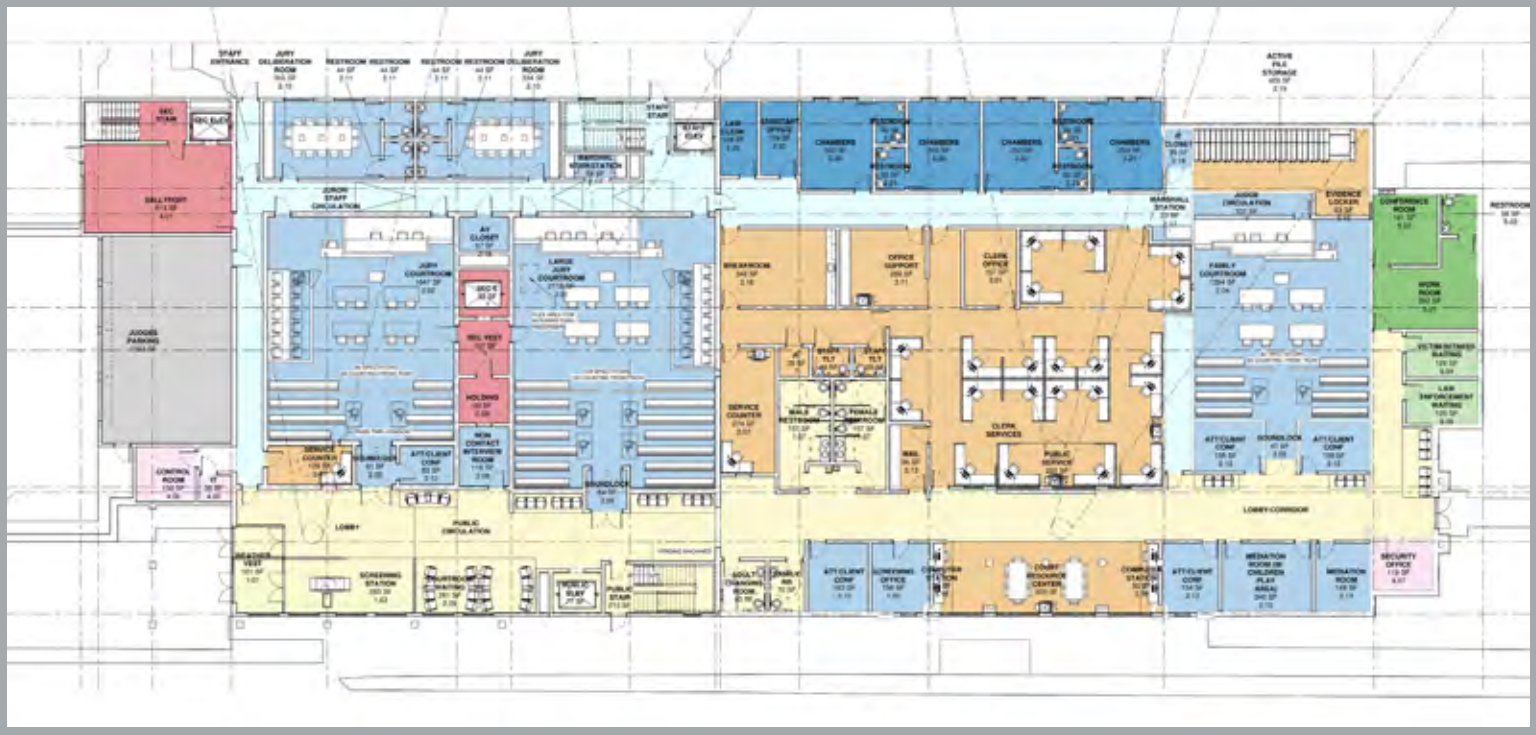
Lancaster, Pennsylvania

CGL was engaged by Lancaster County to lead a new phase of development for its correctional infrastructure, serving as the Owner's Representative to guide planning, design, and implementation of a modern replacement for the existing prison. CGL's role includes managing project delivery, representing the County's interests, and ensuring all planning and design decisions align with long-term operational, staffing, and maintenance goals.

Early in the process, CGL conducted a comprehensive needs assessment to evaluate population trends, classification requirements, and facility performance relative to industry standards. This established the framework for the operational and space programming effort, which defines the County's future correctional needs, functional components, and programmatic goals. The resulting Owner's Design Criteria provides clear direction for design and construction teams, ensuring the new facility supports the County's mission and operational priorities.

In addition to managing planning and construction, CGL facilitated a series of Strategic Inmate Management (SIM) training and implementation sessions with County leadership and correctional staff. This initiative introduced a proactive management philosophy developed by the National Institute of Corrections. Training modules for administrators, housing officers, and supervisors emphasized effective communication, accountability, and staff empowerment to foster safer, more efficient operations. Following the initial training series, CGL continues to provide executive coaching and implementation support as the County transitions to the new facility's management-based operational model.


Central Plant
Service Entrance
Building Support and Warehouse
Food Service
Laundry
Commitment Housing
Intake, Transport, and Discharge
Juvenile ITD & Housing
Medical & Specialty Services
Staff Entrance /Exit
Staff Entrance & Support
Facility Admin
Main control
Public Entrance
Inmate Programs
Work Release Housing
Work Release Entrance/Exit
Male Housing
Female Housing
Specialty Housing
Visitation
secure perimeter
secure circulation
public circulation
staff and contract staff only circulation
sallyport (remotely operated from central control)
sallyport with screening station (magnetometer)



WBRC + CGL JUDICIAL CENTER PROJECT

Somerset County Judicial Center Concept Development

Skowhegan, ME

The WBRC + CGL team is currently working with the Maine Judiciary and Administrator of Courts to develop a renovation/expansion for the Somerset County Courthouse in Skowhegan. The project will include renovation of existing Courts facility housing two courts into an expanded footprint capable of housing 4 courtrooms, expanded clerk space, and judicial offices and meeting rooms.

Working within the occupied building, our team scanned and recorded existing conditions and floor layout in a single day, minimizing disruption to ongoing clerk or court proceedings. Existing floor plans with accuracy suitable for use in future construction drawings were developed, including a 3D scan of the site and building exterior.

Multiple stakeholder meetings during an intense three-day programming session yielded a programming and space needs summary, multiple massing arrangements, and a preferred option.

The WBRC + CGL team is currently working to refine the chosen block diagram and final space needs summary before advancing forward with preliminary design drawings.

The project will include a three-level, 30,000 SF expansion plus renovation of the entire existing facility. With a construction budget of $34M, this project will be phased to allow work to proceed while the building is occupied.

CLIENT
Maine State Judiciary and Administrator of Courts

SIZE
30,000 SF

PROJECT COST
$34 M (est)

- ✓ ***Design prioritizes safety and security for all users***
- ✓ ***Robust stakeholder engagement***
- ✓ ***Fast-track existing conditions study***

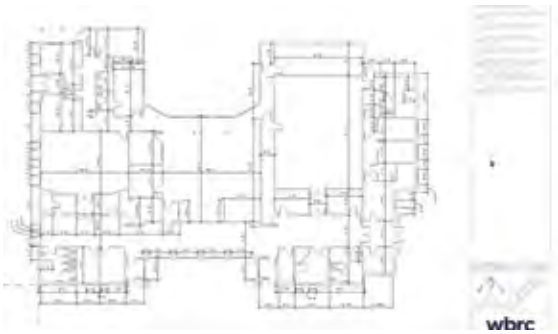
1. Aerial Point Data

2. 3D Site Model

3. Digital Lidar Scan

4. Digital Building Model/Walkthrough

5. CAD Point Cloud Import



6. Create Building Model

7. Develop Concept Designs

WBRC PUBLIC SECTOR PROJECT

Maine National Guard Joint Force Headquarters

Augusta, ME

Maine National Guard Joint Force Headquarters (JFHQ) provides command and control of all National Guard forces in the state. WBRC Inc. led the design of this new $31 million Joint Force Headquarters facility. The project consists of a two-story, 101,700 GSF headquarters for the Maine Army National Guard, Maine Air National Guard, and joint operations facility for the State of Maine during times of emergency preparedness. Designed with consulting partner O'Brien Atkins of North Carolina, the new JFHQ includes assembly, training, fitness, locker rooms, flexible classroom space, food service, command center, and administrative spaces, as well as parking for personnel and military vehicles, all developed with design parameters and security measures in compliance with Federal project approval guidelines. WBRC provided architecture, site/civil design, MEP design, and interiors for this facility located in Augusta, Maine using Revit and Civil 3D software, and in compliance with DG, NG, UFC, and DoD design guidelines.

Located on a 43+ acre parcel, off of Civic Center Drive, the JFHQ project scope included 200+ associated parking areas, access drive and vehicle/pedestrian circulation areas, associated utilities, site lighting and landscaping. WBRC's site/civil/landscape group provided site planning options and implemented the preferred site design, executed permitting and construction documents, and provided construction administration and oversight. Considerations in the site design include stormwater management of quality and quantity, wetland impact, vernal pool mitigation, stream protection and crossing, visual impact, lighting impact, and traffic impacts. The building, which was completed in 2018, achieved LEED Silver.

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- ✓ ***Publicly-funded***
- ✓ ***Stringent security requirements***
- ✓ ***Complex programming***
- ✓ ***LEED Silver***

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COST
$17.1M

- ✓ ***Publicly-funded***
- ✓ ***Secure facility with stringent security requirements***
- ✓ ***Targets energy-efficiency***
- ✓ ***LEED Silver***

WBRC PUBLIC SECTOR PROJECT

Northern Maine Readiness Center

Presque Isle, ME

Northern Maine Readiness Center supports the needs and goals of the Maine Army National Guard 185th Engineer Support Company (ESC). WBRC was selected to design a fiscally responsible, architecturally appealing facility that is a showcase for both sustainability and functionality.

The new facility provides secure, versatile, and flexible military program spaces that include training and administrative spaces, vehicle maintenance/training center, large assembly hall, commercial kitchen, gym, classrooms, fitness center, and locker room areas, along with special functions areas unique to the Guard.

The building is situated on the property to take advantage of passive and active solar energy while minimizing wetland impact. Site design includes parking for military and privately-owned vehicles, entry security, sidewalks, lighting, fencing, exterior blast protection, access roads, utilities, and stormwater management systems.

WBRC provided stakeholders with feasible options using a variety of 2D and 3D graphics presentations, giving them an accurate picture of the options, and facilitating the decision-making process.

Client priorities include HVAC with high energy efficiency and low operational costs and tight building envelope. The facility is easy to maintain and incorporates DoD Antiterrorism Standards for Buildings (AT/FP) across the entire facility.

- *More than 50% publicly-funded*
- *Included site selection on tight, historic campus*
- *Prioritizes daylight and visual connections to outdoors*
- *AIA-Maine Honor Award*
- *ACEC Grand Conceptor Award*

WBRC PUBLIC SECTOR PROJECT

Ferland Engineering Education & Design Center

University of Maine, Orono, ME

Ferland Engineering Education and Design Center is a strategic, technology-rich configuration of 107,000 SF of teaching spaces, laboratories, collaborative areas, and public spaces designed to support engineering education, design, and research. Ferland EEDC's focal point is a series of hands-on, team-based laboratories where students from multiple engineering disciplines can collaborate on design projects. While several departments utilize the $78M building, Ferland EEDC specifically supports Mechanical Engineering and Biomedical Engineering departments, as well as serving as the key teaching laboratory for Mechanical Engineering Technology.

Classrooms of various sizes accommodate group learning as well as distance learning opportunities for select engineering courses originating at UMaine and shared with other University of Maine System campuses. Transparency is a central design theme. Observation of classroom activities through window walls is featured on all three levels of the building, showcasing learning, research, and projects in progress.

Ferland EEDC's primary entrance opens into an expansive Welcome and STEM Outreach Center, designed to accommodate touring groups and gatherings. Classrooms at Ferland EEDC range in size and can be easily reconfigured from lecture to active learning. The new building offers a light-filled, collaborative commons with the café in close proximity to student workspaces and team rooms. Other spaces in this LEED Silver targeted building include faculty and staff offices, conference rooms, and informal meeting areas.

Sanford Fire & EMS Headquarters

- ✓ ***Referendum communications support***
- ✓ ***Publicly-funded***
- ✓ ***Complex programming***
- ✓ ***Multi-phased project***

WBRC PUBLIC SECTOR PROJECT

Sanford Fire and EMS Headquarters

Sanford, ME

The City of Sanford selected WBRC and Mitchell Associates (now part of Wendel) to provide due diligence and design services to address deficits in the city's fire and rescue facilities. Services included existing conditions and functional assessments followed by a programming, concept, and pricing phase for Sanford Fire Department's Main Headquarters and Springvale District Station.

The concept designs provide five drive-through bays at the headquarters and a three-bay drive-through substation, along with a wash bay and space for smaller vehicles. Firematically-correct, personnel-friendly features include robust exhaust systems in the drive-through apparatus bays and dedicated decontamination areas. The decontamination laundry will be state-of-the-art to provide the highest level of protection to the firefighters. The new stations will include a communications center, training areas, redundant power and data systems, and appropriate space for lockers, turnout gear, equipment, and storage. The site design of each station supports the safe entry and egress of emergency vehicles and ample parking spaces for staff and visitors.

Clean, comfortable, accessible, and equitable living spaces will focus on the specific needs of fire fighters and EMS professionals. Each new station will offer a well-lit day room/kitchen, fitness room, and bunk rooms located on the quiet side of the building. Administrative spaces include offices, flexible meeting rooms, and dedicated spaces for storage, maintenance, data, and mechanical systems.

In March 2024, the City of Sanford City Council approved the two stations to advance to a November 2024 public referendum vote. The referendum was approved by voters. Design of Sanford Fire Department's new Fire and EMS Headquarters is now underway, with the district station to follow.

This Page: Springvale District Station

Bronx Psychiatric and Adult Behavioral Healthcare Center | New York, NY - STV

E

References

ter and Engineering Center, Orono, ME - WBRC

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Iowa Correctional Institution for Women Expansion | Mitchellville, IA - STV

F

Proposed Schedule

Aroostook County Jail - Preliminary Schedule

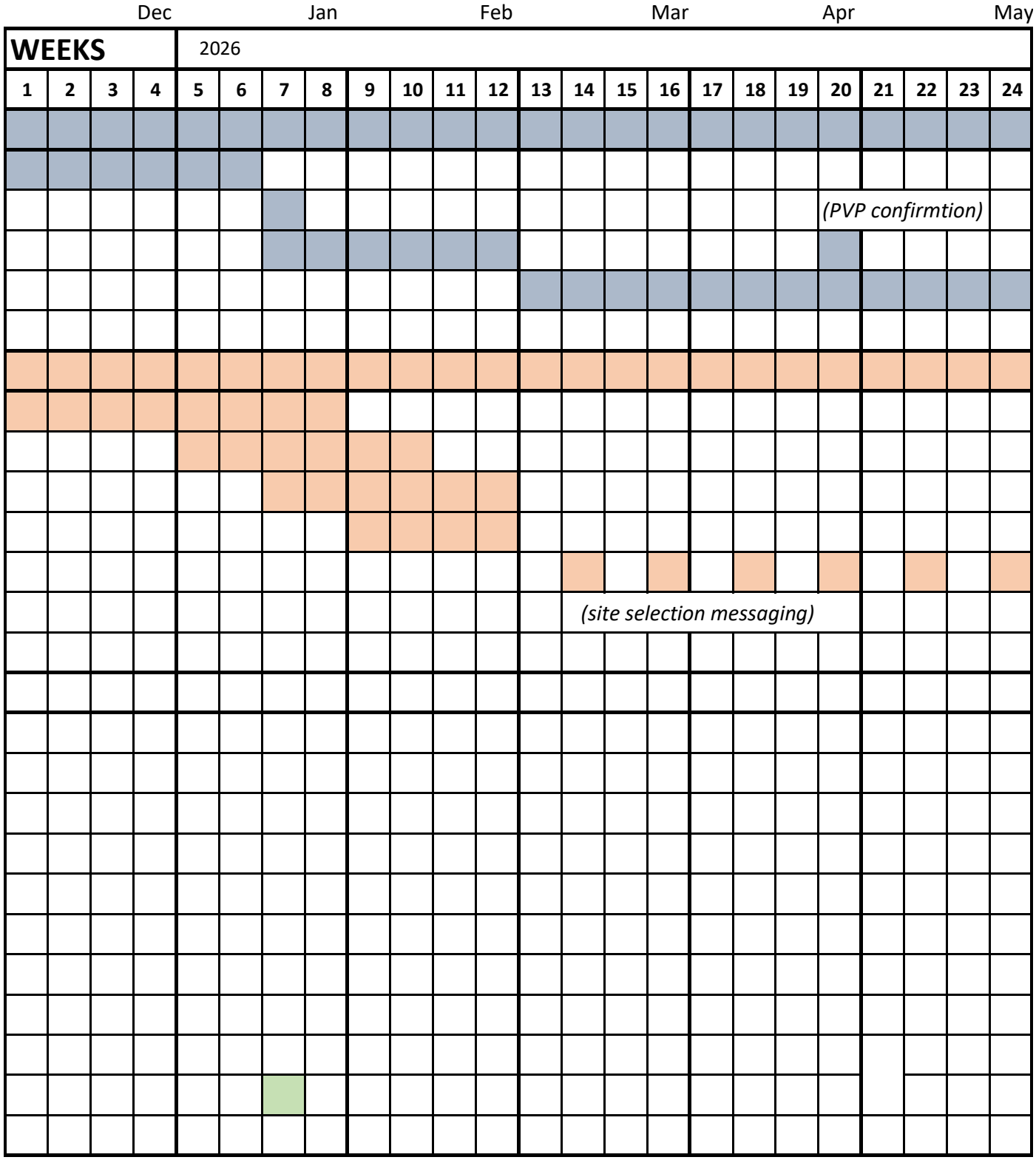
(Assumes December 1, 2026 start of work) **12/1/26**

November 3, 2025

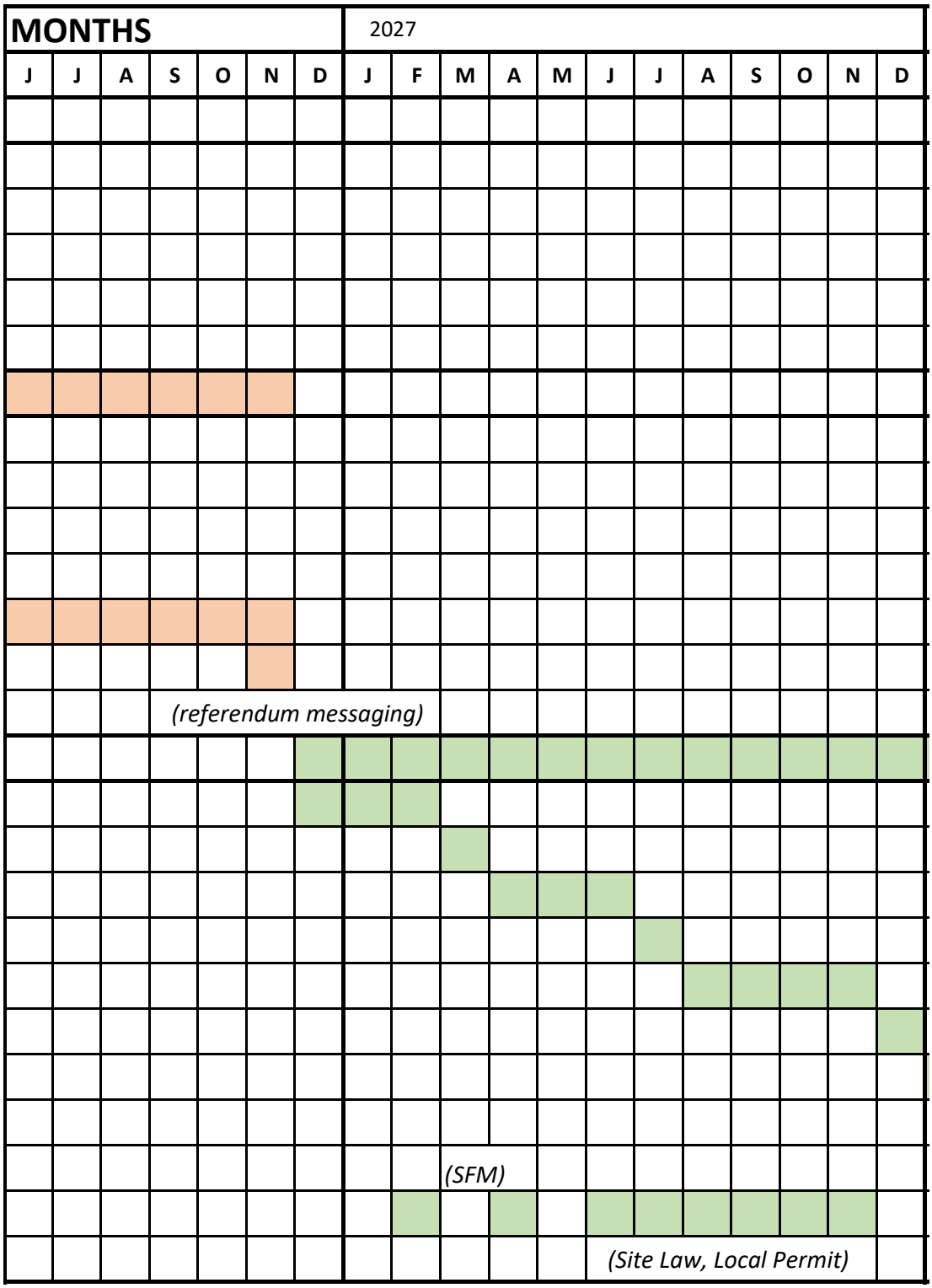
1. Site Selection	Item
Initial Site Identification/ Recon	1.A
Agency Consultation	1.B
Initial Natural Resource Review/ (PVP confirmation Apr. '26)	1.C
Site evaluation & Selecction Matrix (w/prototype layout)	1.D

2. Program, Concept Design, Referendum Support	Item
Programming & Space Needs confirmation	2.A
Adjacencies, Blocking Diagrams, Stacking	2.B
Concept Building Layout	2.B
Concept Site Layout - Prototype	2.B
Referendum Support	2.C
Referendum (Nov 2027)	milestone

3. Design and Construction Administrtion	Item
Schematic Design	3.A
SD Pricing	3.A
Design Development	3.B
DD Pricing	3.B
Construction Documents	3.C
CD Pricing	3.C
Bid & Contract Award	3.D
Construction Administration	3.E
Final Closeout/ Punch List	3.E
Permitting	Permitting


Dec
Jan
Feb
Mar
Apr
May
WEEKS
2026
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24
(PVP confirmtion)
(site selection messaging)

Aroostock County Jail - Preliminary Schedule



2028												2029										
J	**F**	**M**	**A**	**M**	**J**	**J**	**A**	**S**	**O**	**N**	**D**	**J**	**F**	**M**	**A**	**M**	**J**	**J**	**A**	**S**	**O**	**N**
																		(punch)				

Las Colinas Women's Detention and Reentry Facility | Santee, CA - CGL

G

Fee Structure

WBRC with STV & CGL
Aroostook County Jail
3-Nov-25

Task			Construction Budget Range ($M) 60	80	100
1.0	**Predesign - Site Selection**				
1.1	Site Selection Process (3-5 Sites) *(Identify, Evaluate, Develop selection matrix, Rank)*		$ 60,000	$ 60,000	$ 60,000
1.2	Fieldwork -Wetlands/Septic/VP*		$4k/site	$4k/site	$4k/site
1.3	Fieldwork - Traffic*		$3k/site	$3k/site	$3k/site
1.4	Fieldwork -Geotechnical*		$5k/site	$5k/site	$5k/site
2.0	**Predesign - Program/Concept/Referendum Support**				
2.1	Visioning/Programming/Space Needs		$ 135,000	$ 135,000	$ 135,000
2.2	Concept Site and Building		$ 235,000	$ 235,000	$ 235,000
2.3	Referendum Support (including support graphics)		$ 40,000	$ 40,000	$ 40,000
3.0	**Basic Service**				
3.1	15%	SD	$ 630,000	$ 840,000	$ 1,050,000
3.2	20%	DD	$ 840,000	$ 1,120,000	$ 1,400,000
3.3	35%	CD	$ 1,470,000	$ 1,960,000	$ 2,450,000
3.4	5%	Bid	$ 210,000	$ 280,000	$ 350,000
3.5	25%	CA	$ 1,050,000	$ 1,400,000	$ 1,750,000
	100%		$ 4,200,000	$ 5,600,000	$ 7,000,000
Other 3.0	**Permitting & Regulatory Compliance**				
3.6	State MDEP Site Law/Wetlands Permitting - < Tier 1		$ 85,000	$ 85,000	$ 85,000
3.7	Local Site Plan & Permitting		$ 22,500	$ 22,500	$ 22,500
4.0	**Reimbursables/ Specialties**				
4.1	Printing, Mileage, Postage *(1.1x cost)*		$ 17,500	$ 17,500	$ 17,500

* As part of Predesign, WBRC will confirm need with Owner and obtain quotes from fieldwork and specialty subconsultants prior to locking into final fee. We will rely upon GIS and digital data during early site selection. Estimates provided are on a per-site basis, assuming economy of scale for between 3 and 5 site investigations.

Note: *A rough hour approximation can be derived by dividing the figures above by a blended hourly rate of $200/hr., which takes into account use of design templates, standard details, and a range of staff expertise between senior architect and designer II.*

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wbrc + stv

with CGL

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