

Dennis L. Marker, AICP, MPA
Caribou City Manager
25 High Street, Caribou, ME 04736
citymanager@cariboumaine.org



October 21, 2019

RE: Response to SOQ for Professional Design Services, Caribou Public Safety Facilities Study

Dear Mr. Marker,

On behalf of our firm, **A4 ARCHITECTS**, we are pleased to submit the attached response to your Request for Qualifications to provide professional services to assist the City of Caribou in determining, and potentially implementing, the necessary improvements to, and/or relocation of, the current Police Department and City Hall .

A4 ARCHITECTS is a local planning and design firm focused on serving the needs of small communities with professional and effective solutions. Accustomed to working with small Maine municipalities, and serving our own community, we understand how these communities work and how complex and impassioned the process can be. Our experience includes having first completed a comparative site location study, then designed a new Public Safety Facility (combine PD/FD and Town Offices) for Winter Harbor, Maine, and also having completely restored the Town Offices in an existing historic building in Bar Harbor. Other valuable experience has included a US Consulate, a Center for Traffic Control, and many office buildings and community centers. Combining our experience in reappportioning space, smart sustainable design, working with groups, interior design and historic intervention, we are poised to exceed your expectations.

A4 ARCHITECTS is qualified to perform the services requested for the following reasons:

- ▲ We have worked with small community groups to create, promote and implement many conceptual designs, including for the Bar Harbor Town Offices, for the Winter Harbor Town Office/Public Safety Building.
- ▲ We have worked frequently and successfully with Towns and groups in professionally collecting, analyzing and drawing conclusions relative to project data.
- ▲ We have extensive experience in space planning, site planning, permitting and zoning.
- ▲ We have specialized expertise in historic preservation, historic intervention and in energy retrofits.
- ▲ We are LEED trained professionals, with a pragmatic approach to the inclusion of affordable sustainable technologies and concepts in building projects.
- ▲ We are leaders in the region in design technologies, including Building Information Modeling.
- ▲ We do not consider Caribou to be "too far" – the principals have a 10th grader at MSSM in Limestone!
- ▲ Finally, we are good listeners, creative problem solvers, professional in our delivery, and always conscious of the budgetary and practical parameters that often mandate.

We thank you for the opportunity to participate in this selection process and look forward to an opportunity to present our credentials and answer questions.

Sincerely,

Kay Stevens Rosa, AIA, NCARB
A4 ARCHITECTS

Augusto Rosa, UIA
A4 ARCHITECTS

OVERVIEW OF FIRM

A4 ARCHITECTS, architecture, planning + interiors (incorporated) is a broadly experienced firm of multi-disciplinary architecture, planning and design professionals based in Bar Harbor, Maine. Our work experience is a varied mix of commercial, residential and municipal projects. **A4 ARCHITECTS** is rooted in the vision of creating a design firm that recognizes the unity that exists among multiple levels of design practice, from the global to the local and from the master plan to the smallest detail. Over its 20 years in operation, the firm has cultivated a sound reputation for quality design, context based planning, well-executed and comprehensive documentation, effective project management, and excellent communication abilities – with clients and committees as well as with consultants, contractors and regulatory officials. Founded in 1999 by a group of professionals with diverse international and local experience, **A4 ARCHITECTS** has grown into a multi-disciplinary firm able to fill a niche of expertise that had been lacking in the area, with a comprehensive delivery of integrated facility design, including interiors and planning.

Sustainability is one of the most important aspects of design today. It has become so integrated with our design and delivery process that it is automatically incorporated into every project to the highest degree attainable within the budgetary and physical parameters given. **A4 ARCHITECTS** is **LEED** trained, but prefers to move toward treating “green design” as “Just a part of all design” rather than an exercise in earning points toward a certification. We employ a pragmatic approach to the balance of implementation and cost, always considering life cycle costs and impacts. We have been employing the principles of sustainable architecture for more than 20 years, not because it was the fashionable thing to do, but because it is a smart way to save to our clients money while supporting the local economy and protecting our beautiful state.

A4 ARCHITECTS is skilled at navigating the waters of **Historic Preservation/Intervention**. One partner has a Master’s degree in the field and all of us have worked on historic buildings, ranging from the rare case of period restoration to the more usual intervention that respects the historic essence of the building while incorporating modern amenities and efficiencies, to tearing down and replacing an historic building that was either stripped of its real historic value and otherwise unworthy of preservation, or so deficient in structural and code compliance that it could not be reused. We recognize that each case must be individually evaluated relative to its social and historical fabric against the more pragmatic requirements.

A tool that has emerged to help quantify the energy consumption, emissions, efficiency, materials quantities and costs of modifications to existing structures and of new structures is called **BIM, or Building Information Modeling**. This includes the process of generating and managing building data during its life cycle. Typically it uses three-dimensional, real-time, dynamic building modeling software to increase productivity in building design and construction. The process produces the Building Information Model (also abbreviated BIM), which encompasses building geometry, spatial relationships, geographic information, and quantities and properties of building components.

Cost Estimation is a vitally important art/science that must accompany any project from its inception as a more generalized understanding through its development with multiple check-points, each time with greater refinement and accuracy. Our approach to cost estimation begins typically at pre-design by employing market generated unit costs, which are later broken down into comprehensive take-offs verified by vendors and builders when appropriate. Every project done by **A4 ARCHITECTS** is analyzed post-construction and entered into our database.

Permitting and implementation: We understand small towns. We are integral members of a small town community, pay taxes in a small community, work in small communities and design facilities that work for small communities. We understand the need for flexibility, durability, frugality and quality. We know that municipal resources are stretched thin and therefore need to be maximized and augmented where possible. We have frequented both sides of the applicant table before planning boards, design review boards, appeals boards and boards of selectmen, always achieving our goal and earning trust in the process.



PROJECT TEAM

Kay Stevens Rosa will lead the A/E team as Project Manager. Kay brings over 30 years of experience in the field, the last 20 leading A4. She has been a Maine licensed architect since 1994 and specializes in municipal and community projects, including as the architect of record for the Winter Harbor Public Safety Facility, the Bar Harbor Town Offices Study and Renovations, the Islesford Neighborhood House Community Center, several bank branches, office buildings, restaurants and hotels. She studied both architecture and community planning. She spent time in Barcelona, working on Olympic projects, including the Basketball Pavilion, the Center for Traffic Control and she served as Architect Liaison between her firm and the State Department for the US Consulate Project. While working in Barcelona, she met Augusto, who would become her lock-step partner both professionally and in life. Though she spent her childhood traveling as an "Air Force brat", Kay was born in Bangor and was eventually drawn back to Maine to raise her family. Her decade of service on the Bar Harbor Planning Board lends invaluable insight into the development and permitting process, in addition to honing her skills at facilitating consensus. Kay is immediate past President of the AIA Maine Chapter, where she has also served as Vice-President, Program Committee Chair, Fellows Committee Chair and Legislative Affairs Liaison. She also serves on the Bar Harbor Appeals Board and the the HUB of Bar Harbor. She loves to travel and is tri-lingual. Her best projects to date are her and Augusto's four children, who range in age from 16 to 28.

Augusto Rosa will lead the design and graphic concepts team, and will lend his expertise as an interior design expert and a specialist in Historic Intervention. Augusto brings over 35 years of experience in the field, the last 20 as a partner in A4. He has been involved in that capacity for all A4 projects and has recently lead the renovation of one of the oldest and most historic "summer cottages" on the island - 15,000 SF of space, with some very intriguing challenges and opportunities. Augusto also participated in some very high profile projects in Barcelona. His quick and intuitive design ability amazes each client as he sketches faster than most people can speak and always manages to capture the idea. Though multi-lingual, he retains his distinctive "downeast" accent no matter which he is speaking (downeast Brazilian, that is). Among his many accomplishments is the fact that he has now survived 24 Maine winters. In his "spare time", he enjoys cooking and photography. His work can be seen in international exhibits, publications, book covers and promoting an international company.

Shannon Gebo is a graduate of the architecture program at the University of Maine in Augusta. She has been with A4 Architects since 2012 and is now a full-time associate specializing in project and document production and coordination. She is proficient at CAD drafting and BIM modeling and is the person in charge of creating models of site topography, buildings and all the coordinated components. She also does a significant amount of site, program and context analysis as well as general project organization and logistics. She is also responsible for leading the production team.

Victoria Hamblen comes from a managerial background, having managed accounts for large companies such as Clinique before moving back to Maine to manage accounting and payroll for several local companies before joining A4 as office manager in early 2019. In addition to managing the team logistically, she keeps the schedules and budgets in sync. She is also a real estate specialist and able to lend her expertise in assessing property values and market trends.

Consulting Team The core A4 team for this project will draw upon the engineering expertise of the consulting firms of **Albert Putnam Associates** for structural engineering, **Andrew McPartland, PE** for Mechanical Engineering, and **Greg Johnston, PE** for Civil/Site Engineering. This team of consultants has worked frequently and successfully with A4 Architects on different types and complexities of projects. A4 will include other consultants as required by the specific project needs, and will work with local (Presque Isle/Caribou area) consultants for surveying, geological studies, and other needs.





PRIMARY A/E CONTRACT

Kay Stevens Rosa, AIA, NCARB
Maine Licensed Architect, ARC 2086
Project Manager

Augusto Rosa, AIA INTL, UIA
Architect, Urbanist, Historic Interventionist,
Renderer, Interior Designer

Shannon Gebo
Architectural Technician,
CAD/BIM professional

Victoria Hamblen
Office Management, Real Estate Specialist

Surveying/Geotechnical/Other I
We commit to using local talent, as available.

ALBERT PUTNAM ASSOCIATES LLC

Albert Putnam Associates is a Maine-based structural engineering firm, located in Brunswick and Bangor, collaborating with design teams to provide contract documents and construction administration services for residential and institutional projects throughout the United States and Eastern Canada.

Albert Putnam, PE
Maine Licensed Professional Engineer #10273
John Poulin, PE
Maine Licensed Professional Engineer #11216
Nathan Merrill, PE
Maine Licensed Professional Engineer #12279

J.H. McPARTLAND & SONS

PLUMBING • HEATING • AIR CONDITIONING | CONTRACTORS • ENGINEERS
HOULTON, ME 04730 • PO BOX 665 • WWW.JHMCPARTLAND.COM • 207.532.2843

Based out of Houlton, Andy McPartland provides comprehensive mechanical/HVAC design and design/build services. Expertise includes sustainable technologies, energy and return-on-investment analysis, and pragmatic familiarity with all major manufacturers and systems.

Andrew McPartland, PE, LEED AP
Maine Licensed Professional Engineer #12153
Mechanical Engineering



G.F. JOHNSTON & ASSOCIATES

Civil Engineers and Land Use Consultants
Mount Desert Island, Maine

Greg Johnston, PE | Maine Licensed Professional Engineer, ME 10396, GF Johnston Civil Engineering Consultants

Mr. Johnston has 25 years of Engineering experience including commercial development design and permitting, site restoration and construction management, inspection, contract administration, earthwork balancing, storm water management, flood routing, sanitary sewer design, water supply systems, lift stations, and environmental permitting. He is experienced in managing projects through preliminary design, estimate, final design, approval, permitting, bidding and construction.



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
OFFICE OF PROFESSIONAL AND OCCUPATIONAL REGULATION
ARCHITECTS, LANDSCAPE ARCHITECTS & INTERIOR DESIGNERS

KATHLEEN SUZANNE STEVENS-ROSA

ARCHITECT

License Number: ARC2086
Status: [Active](#)
Expiration Date: 06/30/2020
Licensed By: Other

Mailing Address: BAR HARBOR, ME 04609
Primary Phone: +1 (207) 288-0954



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS

ALBERT PEARCE PUTNAM, III

PROFESSIONAL ENGINEER

License Number: PE10273
Status: [Active](#)
First Licensure: 12/31/2002
Expiration Date: 12/31/2019



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS

JOHN P. POULIN

PROFESSIONAL ENGINEER

License Number: PE11216
Status: [Active](#)
First Licensure: 08/28/2006
Expiration Date: 12/31/2019



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS

NATHAN R. MERRILL

PROFESSIONAL ENGINEER

License Number: PE12279
Status: [Active](#)
First Licensure: 06/18/2010
Expiration Date: 12/31/2019



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS

ANDREW JAMES MCPARTLAND

PROFESSIONAL ENGINEER

License Number: PE12153
Status: [Active](#)
First Licensure: 01/19/2010
Expiration Date: 12/31/2019



DEPARTMENT OF PROFESSIONAL AND FINANCIAL REGULATION
BOARD OF LICENSURE FOR PROFESSIONAL ENGINEERS

GREGORY F. JOHNSTON

PROFESSIONAL ENGINEER

License Number: PE10396
Status: [Active](#)
First Licensure: 06/05/2003
Expiration Date: 12/31/2019

Kay Stevens Rosa, AIA, NCARB

BARCH, Auburn University, 1989
Post Graduate Studies, University of Barcelona, 1989-1992
Maine Registration # 2086
Member, American Institute of Architects
Member, National Council of Architectural Registration Boards
Bar Harbor Planning Board, Former Member and Chair
Bar Harbor Appeals Board, Current Member
HUB of Bar Harbor Design Committee Member
Board of Directors, AIA Maine
Vice President, President-elect 2017, AIA Maine
Program Committee Chair, 2013-2016
Fellows Committee Chair, 2015-16
Legislative Affairs Committee Chair, 2017
LEED Trained and Practicing Professional

A co-founder of A4 Architects, Kathleen Stevens Rosa seeks in her work to achieve a responsive architecture: buildings that reflect the synthesis of their site and context, the needs of their users, and appropriate relationships among society, technology, space, light and materials.

Her interest in architecture was spawned by her frequent travels and exposure to diverse cultures as a child. She chose to study architecture at Auburn University under the tutelage of Peter Magyar and Sam Mockbee, where she earned her Bachelor of Architecture in 1989. During her fourth year of studies, her distinction in her urban design courses led her to being chosen to participate in the Architecture/Community Planning dual degree program. Kay chose to further pursue this interest through an internship with the Barcelona Office of Urbanism, where she worked with an international team of designers under the direction of Oriol Bohigas, on the Basketball Pavilion and Urban Park for the 1992 Summer Olympic Games. After her internship with the City of Barcelona was completed, she worked in the private sector, where she worked as cultural/technical coordinator as well as a designer on numerous urban projects such as the US Consulate General project. Not wanting to be limited to only the urban scale, she also designed sculptural elements and furniture including a sculptural exterior stair / sculpture for the Consulate which was subsequently published and very well received. In collaboration with an industrial designer, she designed control consoles for the Center for Traffic Control which won a design award. During her three years in Barcelona, Kay also studied "Art, Architecture and Urbanism" a post-graduate Masters degree course at the *Universitat Politècnica de Catalunya, Escola Tècnica Superior de Arquitectura de Barcelona*. Upon her return to the United States in 1992, Kay accepted a job with a large A/E firm in Maine, and soon rose to head the Architecture Department, before moving on to a more adventurous small coastal Maine firm and eventually founding A4 Architects in 1999.

Serving as President of the firm, Kay is active in working on community-based projects, as well as a wide range of other project types. She is a designer that pays attention to details and quirks while developing an idea and is a masterful problem solver who works well with all types of people and trades.

Kay is a former member of the Bar Harbor Planning Board, currently serves on the Bar Harbor Board of Appeals and has served as a Board member of Habitat for Humanity, member of the Eastern Maine Technical College CAD Steering Committee, and member of the Building Committee of Holy Redeemer Church in Bar Harbor. She is recent past president of the AIA Maine Chapter, following two years as Vice President and nearly a decade of serving on the Board of Directors. She is proficient with various technological tools including ArchiCAD, AutoCAD, and Photoshop. Her greatest accomplishments, however, are her four children. She speaks English, Spanish, and Portuguese fluently and has a zeal for writing and traveling.



Augusto Rosa, IUB, UIA, AIA International

BARCH, UNISINOS, 1984

MARCH, Architecture, University of Barcelona, 1989

MARCH, Historic Preservation, University of Barcelona, 1992

PhD Candidate, Architecture, University of Barcelona, present, pending presentation of Thesis

Associate Member, American Institute of Architects

Member, International Union of Architects

Member, International Association, American Institute of Architects

Internationally exhibited photographer

A co-founder of A4 Architects, Augusto Rosa is an architect with far reaching skill and experience. His tremendous sense of spatiality and vision combines with a superb understanding of clients to create innovative, comfortable and delightful architecture. Augusto's expressive ability to meld the essence of a person and a place makes him a true asset to the firm.

Augusto began his architectural journey while completing his Bachelor of Architecture degree from the Universidade Do Vale Do Rio Dos Sinos, in Sao Leopoldo, R.S., Brazil. Upon graduating and becoming licensed, he opened his own practice, where during two years he designed a multitude of houses as well as commercial and institutional buildings. An interest in historic preservation and a scholarship led him to Barcelona, Spain for a 3-month graduate course on the subject. Before he knew it, he was enrolled in a full time Master's degree program at the University of Barcelona (Universitat Politecnica de Catalunya) which would turn into a 7 year odyssey resulting in two Master's degrees: one specializing in "Landscape Architecture and the Preservation and Restoration of Monuments and Environments", and the other entitled, " Historic Preservation, Analysis and Intervention". Before leaving Spain, Augusto also finished his coursework for his Doctoral degree, and has subsequently completed his Doctoral Thesis entitled, "Architecture and Cinematography: Four Case Studies of Affinities in the Creative Process".

Barcelona proved to be not only an academic era for Augusto, but also an opportunity to put theory to practice. He worked in the offices of several renowned architects and had the privilege of participating in many exciting Olympic era projects including the Pacha Recreational Complex, the Interiors of the Torre Munoz (both of which were published in International Design Magazines), the Renovation of the US Consulate in Barcelona, the Center for Traffic Control, and La Pineda Waterfront Development. Augusto's work has been published in several international publications including the cover of the "ON Design Annual" in Spain, and the Casa Vogue, Italian Version.

After the Olympics, Augusto moved to Maine with his family, where he worked for several local architects before founding A4 ARCHITECTS with his spouse, Kay Stevens Rosa. At A4, Augusto heads the interior design and historic preservation/intervention practice in addition to practicing traditional architecture. He can often be seen sketching more rapidly than the average person can talk and has a knack for improvisational design – making a collection of elements others may overlook into something amazing.

Augusto is proficient with ArchiCad and speaks several languages including English, Portuguese and Spanish, as well as some Italian, French and Catalan. Augusto enjoys traveling with his wife and children (one lives in Spain and the another in Scotland), and draws and paints for relaxation. Photography is a great passion of his and his abstract environmental works have been published internationally.



SELECTED PROJECT EXPERIENCE

10,000 SF Mixed Use Office Building for Mount Desert 365, Northeast Harbor, ME, 2018-2020

Conversion of the Bar Harbor Masonic Hall into Boutique Style Flats, Bar Harbor, ME 2016

Bar Harbor Municipal Building Renovations, Phase II, Bar Harbor, ME, 2015-16

St. Joseph Church Efficiency Analysis and recommendations, Ellsworth, ME, 2015-2016

Holy Redeemer Church Renovation vs. New Construction Feasibility Study, Bar Harbor, ME, 2014-2015

Islesford Neighborhood House Winterization and Permitting, Islesford, ME, 2014-2015

Town of Orono Redevelopment Studies, 2010-2011

St. Joseph's Church Renovations, Ellsworth, ME, 2010

Winter Harbor Town Office/Public Safety Facility, Winter Harbor, ME, 2009-2010

Islesford Neighborhood House Analysis and Renovations, Islesford, ME, 2009-2010

Holy Redeemer Church Efficiency Analysis and recommendations, Bar Harbor, ME, 2009-2010

Machias Savings Bank, New 23,000 SF Facility, Brewer, ME, 2009-2010

Bar Harbor Municipal Building Renovations, Phase I, Bar Harbor, ME, 2009

George Stevens Academy Dormitory Building. Blue Hill, ME, 2008

Machias Savings Bank, New 16,000 SF Facility, Bar Harbor, ME, 2008

Chowdah's Restaurant Redesign, Bar Harbor, ME 2008

Galyn's Restaurant Façade Redesign, Bar Harbor, 2008

Machias Savings Bank, Addition/Retrofit of Facility, Ellsworth, ME, 2007

The First Bank, Additions/Renovations, Southwest Harbor Branch, ME, 2007

Winter Harbor Analysis, Winter Harbor, ME, 2007

Primrose Inn, Renovations, Bar Harbor, ME, 2007

Pineo Building Mixed Use Office/ Shop/ Gymnastics Facility, 16,000 SF, Town Hill, ME, 2007

Cranberry General Store, Great Cranberry Isle, ME, 2006

SPCA Animal Shelter, New Facility, Trenton, ME, 2006

Reel Pizza Cinerama, Façade Redesign, Bar Harbor, ME, 2006

Gonya's Corner Mixed Use Development, Office/Retail, Bar Harbor, ME, 2006

Machias Savings Bank, New 13,000 SF Office and Community Facility, Machias, ME, 2006

Redevelopment Studies for Former Prison Site, Thomaston, ME, 2005

New Office Building, Blue Hill, ME, 2005

Development Studies: Replacement vs. Renovation for the Swan Agency (former Dead River building), 2005

Private Automobile Museum, Mt. Desert, ME, 2005

St. Saviour's Rectory and Offices Addition and Historic Renovation, Bar Harbor, ME, 2004

Bar Harbor Municipal Building Feasibility Study Analysis, Bar Harbor, ME, 2004-5

Office Building Historic Renovation, Bar Harbor, ME, 2004

Acadia Veterinary Hospital, Bar Harbor, ME, 2004

Ellsworth Skating Center, Ellsworth, ME, 2001

Natural History Museum at the College of the Atlantic, Bar Harbor, ME, 1999 (with Stewart Brecher)

Dahlgren Hall Conference Center at the MDI Biolab, Bar Harbor, ME, 1998 (with Stewart Brecher)

Bangor Youth Center, Bangor, ME, 1995 (with WBRC)

P-15 Facility/Fire Station, Air National Guard Station, Bangor, ME, 1993 (with CES)

Center for Traffic Control, Barcelona, Spain, 1992 (with 2 arq)

US Consulate General, Barcelona, Spain, 1992 (with 2 arq)



SPECIFIC PROJECT EXAMPLES

BAR HARBOR TOWN OFFICE

Feasibility Studies 2005-6, Phase I Renovations, 2008-2009, Phase II Renovations, 2015-16

Cost: Phase I: \$382,000; Phase II: \$809,315

Services: Full services from feasibility through commissioning

Project Manager: Kay Stevens Rosa, AIA, Steve Demers

Duration of Work: six months, each construction phase

Project Reference: Stan Harmon, Finance Director, Town of Bar Harbor, 207 288-5096

Housed in an historic Fred Savage designed building, the Town Office Building has suffered many years of incremental stop-gap improvements, that ultimately have left the town with an outdated, worn, and inefficient facility with less than optimal functionality and code deficiencies.



The initial task was to evaluate the existing conditions and uses of the building and recommend a phased approach to implementation of improvements including energy efficiency (per Energy Maine standards), code updates, aesthetic restoration and functional reorganization. A4 documented the existing conditions, interviewed staff and department heads, performed a multi-faceted analysis and reported to the Town Council our findings on the best approach to implement the plan in a manner compatible with the fiscal budget.



In 2009, we completed the first phases of implementation which included new ADA compliant bathrooms, new Clerks' Office, GSA Office, Voting Office, Archival Storage, Town Manager Office and Vital Records storage, whole building Fire Alarm upgrade, and HVAC system upgrade. This year, we completed the next phase, including the Planning Department, the Finance Department, Assessor and Tax Departments, staff support area, and Main Lobby. Under separate contract, and in collaboration with Building Envelope Specialists, all windows were replaced with more historic and energy efficient replacements, masonry repair and a new, more energy saving roof.



WINTER HARBOR TOWN OFFICE/PUBLIC SAFETY BUILDING

Feasibility Studies, New Facility Design, 2009-2010

Project Reference: Cathy Carruthers, Town Manager
(207) 963-7556 **Cost:** \$1,700,000

Services: Full services from feasibility through commissioning

Project Manager: Kay Stevens Rosa, AIA

Duration of Work: 18 months planning, design and bidding; 12 months construction

Seeking to replace the aging Town Facilities, A4 was hired to develop a program and evaluate several existing structures and sites for suitability to be included in the new facility. The site of the former elementary school was selected with the possibility of inclusion of part of the existing structure. The existing Town Office Building, also an old school house, was analyzed and designated for reuse as an office rental space with the Town Office consolidated in the new section of the Town Office/Public Safety Facility. The expenditure for new facilities was highly polemic for this small fishing town, but with the reports and hearing conducted by A4, the project passed referendum and was completed on time and on budget (\$1,700,000).



Gonya's Corner, Bar Harbor, 2006

Analysis of Historic Structure, Raze and Rebuild **Manager:** Kay Stevens-Rosa, AIA

Cost: \$ 850,000 **Services:** Full **Design/Construction Time:** 5 mos/6 mos

Historically recognized as a Bar Harbor landmark, the former Gonya's Corner Drugstore occupies the enviable corner of Cottage and Main Streets in downtown Bar Harbor, with amazing views of Frenchman's Bay. Years of neglect led to the building becoming nearly unusable. The structure had shifted beyond reasonable repair, all systems were outdated and unsafe, and it met few modern codes. After much deliberation, the owners decide to raze the building, but rebuild it as a nearly exact replica, but compliant with all current codes including the ADA. A4 worked with the owners, the Historical Society, the Design Review Board and the Public Works Director to assure



the building honored its predecessor, while achieving the goals set forth. Now the Gonya's Building stands as a proud sentinel once again, but as a more comfortable, efficient and user-friendly building.

Project Reference: Brian Shaw, 207 266-1912

Machias Savings Bank, Bar Harbor, 2008

New Building **Manager:** Kay Stevens-Rosa, AIA

Cost: \$ 2,300,000 **Services:** Full **Design/Construction Time:** 8 mos/10 mos

Constructed on a downtown urban infill site, the new bank branch replaced a former gas station, so it was also a brownfield site in need of significant remediation. A4 heralded the process through design, permitting by the Design Review and Planning Boards, and through construction. The facility also houses a community gathering area on the second floor. Construction was on time and within the budget (\$2,300,000)



MOUNT DESERT 365 MIXED-USE BUILDING, NORTHEAST HARBOR, ME, 2018-2020

Project Reference: Kathy Miller, Executive Director (207) 276-0555 **Cost:** \$3,400,000

Services: Full services from Pre-Design through commissioning

Project Manager: Kay Stevens Rosa, AIA

Duration of Work: 11 months planning, design and bidding; 14 months construction

MD365 is a non-profit organization seeking to promote year-round community in the Town of Mt. Desert. A4 Architects was selected among a competitive field of architects to design their first and flagship building: the new home of the iconic local organization, the Seacoast Mission, as well as the offices of MD365 and several apartments as well. The project is over 10,000 SF and located on a tight downtown Northeast Harbor lot. The project's success also depended upon a strict budget and schedule. A4 designed four options for the organization's Board of Directors to choose from, and made a series of revisions, working with the pre-selected General Contractor, to assure compliance with the budget. Originally slated as a Passiv House compliant structure, a compromise was made to comply with a budget reduction; the final design is still more energy efficient than is required by code and will boast a solar array and no fossil fuel use. Working with Greg Johnston and Albert Putnam Associates, the team strategized a phased construction approach that minimized blasting and disturbance to the heavily trafficked area during an unavoidable summer construction start. The project is currently being framed and anticipates occupancy by September 1 of 2020, and is on budget.



APPROACH TO THE PROJECT

It is clear from the vast archive of work that has preceded this SOQ, that much thought has already been put into how to better accommodate the Police Department, Fire Department and City Hall. A number of options have been considered, in various combinations and permutations, and the efforts of the professionals, the staff and the citizens who have already contributed to this process should be acknowledged and utilized to further this new and more refined iteration. That is to say, we already have some valuable information to draw upon and we can certainly build on this, learning from the obstacles that have not allowed this to be resolved yet.

The most recent recommendation of the citizens' advisory committee formed by the the City Council was to build a new stand alone police station on a brownfield site owned by the City. This facility was estimated at \$5.2 million, not including the possible future expansion to include a Fire/EMS Department.

Out of consideration of impact on tax payers, the City desires to further investigate some possibilities which include the renovation of existing buildings, and compare those ideas to that of a stand alone police station. The most probable investigation is the conversion of the existing city hall into a proper police department, likely requiring relocation of the city administrative functions to another location, such an existing office building being vacated.

In our experience, projects such as this must remain fluid and flexible in their approach, so while we will begin with an outlined approach, we will be constantly re-evaluating it as needed, especially with regard to covering aspects that may be deemed crucial to the informational needs of the parties involved. The outlined tasks are envisioned evolve as follows:

TASK ONE: INITIAL STAKEHOLDERS' MEETING

- ▲ Once a consultant has been selected, and the City has formed its Stakeholders Committee, a meeting will be scheduled as soon thereafter as can be worked out.
 - In preparation for said meeting, A4 will ruminate over the preceding information and options as well as become familiar with the possible sites, to be conversant in the potential scope and precedents.
 - Preparation will include the creation of a scoping survey, a visual presentation of the potential sites and previous options listed with pros/cons and costs attached.
 - Meet with the parties designated by the City and **garner a "big picture" understanding** of the goals, precedents and needs of the project. This will be done with Kay Stevens Rosa, Augusto Rosa and Shannon Gebo.
 - The meeting will include as many stakeholders as possible:
 - Caribou Community Development
 - Public Works
 - Public Safety
 - Recreation
 - City Council
 - Representatives from each major utility company
 - Citizen group as may be designated by the City
 - Hold a workshop style meeting/listening session to better understand what aspects of the project are important to which parties.
- ▲ An initial tour will be conducted of the existing and potential properties, while listening to the perceived shortfalls, advantages and needs of each.



- ▲ In conjunction with touring the properties to become familiar with them, the A4 technical team will **confirm** the existing conditions, collect existing drawings of the sites as available and calibrate the site elements for analysis.

TASK 2: DETERMINATION AND IDENTIFICATION OF EXISTING CONDITIONS AND SPACE NEEDS

- ▲ Background information from the City will be reviewed and analyzed.
- ▲ Based on analysis of legal and zoning parameters, and in conference with the Town, an **initial analysis** will be performed to determine the presumed development potential at the existing sites, including updated regulatory and environmental constraints.
- ▲ **Program analysis** will be done to anticipate sizes, equipment needs, adjacencies, etc. of the list of program requirements. This will include a listing of the spaces, the zones they should be included in, a logical array of areas for each area, and an analysis of how these can be accommodated in the available space.

TASK 3: DETERMINATION AND IDENTIFICATION OF POTENTIAL SITE LOCATIONS.

- ▲ After the initial visitation of the properties and the first meeting(s), the A4 technical team will enter the plans of the potential existing structures into their three dimensional modeling software, based on existing plans and photos taken during the first meeting.
- ▲ With this background information and framework of existing structures in hand, the team will again visit the sites to confirm existing conditions and perform a nuanced survey of the facilities and their systems.
 - Existing features: parking, utilities, access, etc.
 - Building Conditions: Exterior materials and dimensions, interior space, structural flexibility and adequacy, utilities, functionality, accessibility, etc.
- ▲ During this visit, the team will also interview the future users of the facilities and review the present use of space to understand the deficiencies and needs in a more nuanced and specific manner.
- ▲ **Life Safety code review** to determine whether the structures meets NFPA standards. In conjunction with this review, a full **ADA compliance review** will be made. Additionally, the implications of modifications to a property with regard to other codes will be examined.
- ▲ Create a list of building and site elements that will need to be modified to meet codes pertinent to use of the site as an essential public facility or public gathering place.
- ▲ Meet with stakeholder group to review survey findings and discuss potential limiting factors for consideration in future tasks.

TASK 4: CONCEPTUAL DESIGN OF FUTURE FACILITIES

- ▲ Using the information garnered in the previous tasks, prepare three different conceptual level designs:
 - A new police station within City Hall.
 - A relocation of city administration services within an existing building.
 - A concept plan for a stand-alone, “slab on grade” police station that can be built on an assumed flat, 3.5-acre square piece of property. (The intent being a concept that can be dropped on any piece of property).
- ▲ **Concept Designs**, to include proposed floor plans and renderings, to be presented and reviewed at a meeting(s) of the stakeholders.



- ▲ **Make any requested revisions** to the concept design plans and prepare a variety of renderings and cost estimates for each concept.
- ▲ **Cost estimates** and **Return on Investment/Life Cycle Cost analysis** will be completed for the scenarios deemed feasible.
- ▲ A **summary report** will convey the final proposal, with cost estimate, schedule and sequencing, code implications.

TASK 5: IDENTIFICATION OF FUNDING OPTIONS FOR THE PROJECT

- ▲ Provide a list of potential funding sources to help with project costs.
- ▲ Provide grant materials and writing expertise/support.

TASK 6: PUBLIC MEETINGS

- ▲ Prepare presentation quality information graphics/maps/designs that can be printed onto display boards in preparation for open house meetings.
 - Assume three 24"x36" displays per concept.
- ▲ Prepare a preferential survey to be conducted by the City during open house meetings.

TASK 7: PRELIMINARY DESIGN (NOTE: THIS IS THE SCHEMATIC DESIGN PORTION OF WORK)

- ▲ Based on feedback from the open house meetings and stakeholders, prepare a preliminary design for the City's "preferred" option.
 - The intent is that a more refined cost estimate will be provided for voters to consider at a future election.
 - This may include site surveys, geotechnical investigations, structural analysis, utility, grading and site design work.
- ▲ Coordinate with City staff on any design issues. Coordinate with public utility companies as needed.

TASK 8: FINAL PROJECT DESIGN (NOTE THIS IS THE DESIGN DEVELOPMENT PORTION OF THE WORK)

- ▲ Using information obtained and stakeholder input, prepare a final design of the facilities.
- ▲ Involve engineering consultants in the design of the work.
- ▲ Conduct two stakeholder review meetings to address comments on final designs.
- ▲ Final Design Set of Documents to include: site plan, utility plan, floor plans, preliminary systems and structures overlays, elevations, general sections, outline specifications, preliminary schedules

TASK 9: CONSTRUCTION DRAWINGS AND PROJECT BID

- ▲ Provide materials helpful to support voter approval, if needed.
- ▲ Prepare final drawings for construction of the Project.
 - Full architectural, structural, mechanical, electrical, civil drawings
 - Schedules, Interior Elevations and Wall Sections
 - Full written specifications
- ▲ Prepare bidding and contract documents.
- ▲ Assist City staff in advertising the Project.
- ▲ Analyze the bid results.
- ▲ Assist City staff in selecting a contractor to construct the Project.
- ▲ Negotiate with the successful bidder, including Value Engineering, if necessary.
- ▲ Complete necessary DOT, DEP, etc. final review and approval processes for the Project.



TASK 10: PROVIDE CONSTRUCTION ADMINISTRATION SERVICES AND SUPPORT

- ▲ Conduct kick-off meeting on site.
- ▲ Conduct once weekly site visits to assure compliance with documents and answer questions.
- ▲ Distribute memoranda of meetings to designated stakeholders.
- ▲ Answer Requests for Information.
- ▲ Provide additional details as needed.
- ▲ Review Submittals and Shop Drawings
- ▲ Review and certify monthly requisitions for payment.
- ▲ Process change directives and change orders.
- ▲ Collect lien waivers.
- ▲ Monitor schedule.
- ▲ Administer Punchlist.
- ▲ Oversee Commissioning and closeout.
- ▲ Certify Substantial Completion.

SCHEDULE AND ANTICIPATED PROJECT MILESTONES

- ▲ Award of Contract: On or about November 11, 2019
- ▲ Task 1: Initial Stakeholder Meeting: Week of November 11 – 15, 2019
 - Requires a few days for preparation, then a full day of meetings, tours and interviews
- ▲ Task 2: Enter information into software, studies of data: November 13-18
- ▲ Task 3: Revisit the properties and conduct an in-depth survey: Week of Nov 18-20, 2019
- ▲ Create a list of needs and limitations: Week of Nov 20-23, 2019
- ▲ Review findings with Stakeholders: Week of Nov 23, 2019
- ▲ Task 4: Concept Designs: Nov 28-Dec 6, 2020
- ▲ Task 5: Identify Funding: Dec 6-10, 2020
- ▲ Task 6: Prepare meeting materials and survey: Dec 6-10, 2020
- ▲ Review feedback from survey and open house meetings: Dec 10-13, 2020
- ▲ Task 7: Prepare Preliminary Design, first round: Dec 13-Jan 6, 2020
- ▲ Stakeholder meeting: Jan 8, 2020
- ▲ Engineering schematics: Jan 5-21, 2020
- ▲ Task 8: Final Design: Jan 10- 27, 2020
- ▲ Task 9: Contract Documents: Feb 1 – April 15, 2020
- ▲ Final Review by Stakeholders: April 15, 2020
- ▲ Bid Advertisement: April 20, 2020
- ▲ Bid Period: April 20 – May 15, 2020
- ▲ Materials for possible public vote in June election
- ▲ Contract Award: May 20, 2020 (unless vote required)
- ▲ Construction Commences: May 25, 2020
- ▲ Task 10: Construction Administration: May 25, 2020 – November 30, 2020
- ▲ Occupancy: Dec 1, 2020

POTENTIAL IMPACTS, IMPEDIMENTS, CONFLICTS

- ▲ Among the potential impacts, impediments, conflicts, are included:
 - Inability to create consensus/support for the project
 - During the initial input period
 - As the project develops
 - Before a City vote
 - Escalating costs of construction becoming prohibitive



- Inability to find funding to offset costs
 - Conflicting needs in the community
- Feasibility issues
 - Functional issues with existing facilities
 - Structural/Infrastructural inability to support new uses
 - High Costs relative to gains for existing structures
 - Logistical difficulty in moving functions around
- Schedule busters
 - Slow decision/turnaround times
 - Permitting delays
 - Potential vote requirement

PROPOSED MITIGATION

▲ Among the potential mitigation measures for the above noted roadblocks:

- Inability to create consensus/support for the project:
 - Listen always and be open to acknowledge dissatisfaction, anxiety or opposition
 - Treat all participants with respect
 - Be transparent and realistic in the provision of information
 - Provide positive and compelling arguments/materials in support of a vote
- Escalating costs of construction becoming prohibitive
 - Be realistic and forthcoming about evolving trends and costs as they develop
 - Estimate costs at every phase of the work to allow for course correction
 - Exhaust and research all funding opportunities
 - Emphasize the importance of well functioning departments for the health of the city
- Feasibility issues
 - Be prepared to recognize when an approach is infeasible.
 - Think out of the box/be flexible.
 - Examine alternate ideas that occur as byproducts of the process.
- Schedule busters
 - Set timelines for turnarounds on both sides
 - Be proactive with permitting agencies

▲ Internal quality and cost control procedures that will be used.

- Utilizing our project management protocols and weekly task/hour checking, we will endeavor to stay on the proposed schedule.
- Direct involvement of Firm Principals in the design, documentation and review of the project creates a more reliable and smoother process.
- Constant teamwork and cross checking among team members, consultants and stakeholders reduces misunderstandings and missed opportunities.
- By making documents and specifications that are as thorough and accurate as possible, cost overruns are greatly reduced.
- By following the AIA procedures for changes to the contract, only those changes agreed to by all parties can be accepted.
- A strict adherence to the Schedule of Values will allow all parties to understand the costs and the tracking thereof.
- Prompt addressing of questions, submittals and shop drawing review reduce the opportunities for schedule overruns.

