HARRIMAN PROPOSAL DOCUMENTS

City of Caribou

Professional Services for **Police Station Site Selection**

November 5, 2025

Harriman

Harriman

November 5, 2025

City of Caribou
City Manager's Office
Attn: Police Station Project
25 High Street
Caribou, Maine 04736

Dear Eric:

We are pleased to submit our qualifications to the City of Caribou to provide architectural and engineering services for site selection and concept design for the Caribou Police Station. Building upon our knowledge of public safety design and experience developing multiple public safety feasibility studies for towns in Maine and New Hampshire, we believe we are the best team to provide engineering services for your departments. Our core capabilities include:

Integrated Architecture and Engineering Services
Harriman has the proven expertise and available staff to complete the scope of services identified in your RFP. Our multidisciplinary team has conducted multiple public safety facility assessment studies and completed designs for the towns of Bath, Windham, Auburn and Augusta, Maine. Our team will leverage our previous experience to provide the City of Caribou and the Police Department with the expertise, resources, and commitment required to support your mission and vision. In addition to our Harriman team, we will include Preferred Construction Management for construction cost estimating services, MW Studios for public safety design consultanting and Haley Ward for hazardous materials identification.

Public Safety Design Knowledge
Our approach is to provide the Caribou Police Department with clear, specific analysis that addresses pinpoints your areas of concern. We have completed many similar site selection and facility assessments which guide communities towards creating vastly improved, safe, and efficient public safety workplaces. We take pride in our track record in providing our clients with on-time, on-budget projects that respond to individual client needs and operational objectives.

Commitment to the Community
Our engagement with the communities of Aroostook County is evident by the many projects we have had the opportunity to partner on. Our legacy as a firm not only dates back to the design of the Fire Station in Caribou, Municipal Building Renovation and Cary Hospital, it includes present day work on several projects including the Presque Isle Airport Aerospace Research Hangar and University of Maine Aroostook Farm Phenotype Laboratory in Presque Isle, the Mi'kmaq Farm Fish Hatchery Expansion in Caribou, the Malisset Health and Wellness Center in Houlton, and the Fish River Healthcare facilities in Eagle Lake and Madawaska. Our support also includes opportunities for our employees to live and work in Aroostook County. Amanda Jandreau, is a Caribou resident and a committed citizen, acting as volunteer cub scout den leader and basketball coach. Having Amanda in Caribou allows Harriman to easily and efficiently serve our clients in Northern Maine.

We hope you find our relevant experience, project approach, and key personnel a perfect fit for your needs.

Sincerely,
Harriman

Mark D. Lee, AIA, LEED AP
Principal
mlee@harriman.com

Amanda Jandreau, PE, SE
Associate
ajandreau@harriman.com

Timnath Police Station | Timnath, Colorado
(Project designed by MW Studio)

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Firm Information

St. Mary's County District 4 Sheriff's Station | Lexington Park, Maryland
(Project designed by MW Studio)

Firm Profile

HARRIMAN HISTORY

From our founding in 1870, Harriman's practice has balanced architecture and engineering. Established in Lewiston, Maine, by George Coombs, our firm was known by various names as partners came and went. In 1909, George's sons, Harry and Fred, renamed it Coombs Brothers; when Alonzo J. Harriman (George Coombs' great nephew) joined the firm as a partner in 1928, the firm became Coombs & Harriman. Alonzo was known for his expertise in architecture and structural engineering. In 1939, the firm was renamed Harriman Associates to reflect Alonzo's leadership, a name that continues today.

Many of New England's oldest and most important public and private buildings were designed by Harriman or its predecessor firms including libraries, schools, city halls, churches, commercial blocks, fire stations, mill buildings, military facilities, courthouses, hospitals, utility buildings, theaters, banks, and hotels.

Our strong A/E heritage lives on as the firm's multi-disciplinary staff collaborates to develop creative, integrated, and resourceful solutions. Our culture values research, dialogue, and debate as a cornerstone of how we interact with each other and our clients. Urban planning, design, and landscape architecture expanded our practice in 2015 with the merger of The Cecil Group of Boston.

Today, the firm is focused on designing innovative spaces and places for clients throughout New England and beyond from four offices in Auburn and Portland, Maine, Portsmouth, New Hampshire and Boston, Massachusetts.

OUR MISSION

Harriman pursues creative partnerships to design relevant, innovative solutions to human needs. Our work is based on the belief that design is a collaborative endeavor centered on knowledge, ingenuity, and beauty. Through practicing the art of architecture and the science of engineering, we create environments that honor context, embrace wisdom, and enhance well-being.

FIRM PROFILE

We are dedicated to enhancing the built and natural environment and provide our clients with thoughtful solutions through distinctive designs and innovative strategies for 155 years.

We apply a holistic approach that is based on collaboration and a commitment to service — an approach verified by our number of repeat clients and our on-time, on-budget track record. Our architects, engineers, planners, and landscape architects work closely throughout all project phases, providing an integrated, multidisciplinary approach that delivers creative, cost-effective solutions.

Our integrated approach ensures better communications and well-designed and engineered projects that best meet client needs. We translate strategic goals into practical plans and designs that are highly responsive to complex economic, regulatory, and community considerations. Our emphasis on effective communication allows us to foster cooperation among public and private interests and inspire local pride.

SERVICES OFFERED

ARCHITECTURE
Programming
Space Utilization
Design
Code Analysis
Landscape Architecture
Construction Documents

ENGINEERING
Structural Engineering
Electrical Engineering
Mechanical Engineering
Plumbing Design
Fire Protection Design
Civil Engineering

INTERIORS
Interior Planning and Design
Material Selection and Specification
Color Coordination
Graphic Design
Furniture, Fixtures, Equipment

PLANNING
Existing Facility Analysis and Needs Assessment
Master Planning
Bond and Pre-bond Assistance
Feasibility Studies
Educational Specifications
Technology Planning
Site Selection / Site Planning
Scheduling
Permitting

SUSTAINABILITY AND GREEN TECHNOLOGY
Sustainability Planning
Efficiency Incentive Application Consulting
LEED Consulting
CHPS Consulting
Energy Analysis and Optimization
Post-occupancy Evaluation

COMMISSIONING
Total Building Commissioning
Existing Building Commissioning
Commissioning for LEED

PROJECT AND PROGRAM MANAGEMENT
Project Planning and Implementation
Construction Administration
Construction Phase Management
Communication, Publicity, Fundraising and Community Engagement

Harriman Leadership

PRINCIPALS
Mark Lee, AIA, LEED AP, Chief Executive Officer
James Fortin, P.E., SECB, Chief Operations Officer
Daniel Backman, AIA, NCARB, LEED AP
Mark Burnes, AIA
Lisa Sawin, AIA, NCARB, LEED AP BD+C
David Story, P.E., LEED AP

SENIOR ASSOCIATES
William Gatchell, AIA, NCARB
Jamie Ouellette, AIA, LEED GA

ASSOCIATES
Chelsea Hadsel, P.E.
Amanda Jandreau, P.E., S.E.
Leonard Lamoreau, CPA
Peter Pinkerton, IIDA, NCIDQ
Zachary Smith, AIA
Alexander Wheelock, P.E.

Staff

Harriman has a staff of 67 professionals, including licensed architects, interior designers, mechanical, electrical, civil/environmental and structural engineers, and plumbing and fire protection designers. Our staffing breakdown is as follows:

Architecture and Planning
Our architecture staff of 30 includes architects, interior designers, drafters, and planning professionals..

Engineering
Our engineering staff of 26 includes civil, structural, electrical, and mechanical engineers and designers, as well as technology planners and plumbing and fire-protection system designers.

Support
Our support staff of 11 includes human resources, marketing, IT, accounting, printing, graphic design, and administrative staff.

Office Locations

46 Harriman Drive
Auburn, ME 04210

80 Exchange Street, 3rd Floor
Portland, ME 04101

33 Jewell Court, Suite 101
Portsmouth, NH 03801

19 Kingston Street, Suite 4
Boston, MA 02111

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Project Team

Project Team

Mark Lee will be principal overseeing the project and supervising Amanda Jandreau, your day-to-day contact and project manager. Amanda will coordinate with MW Studios and other project members to ensure that quality deliverables and attentive service are provided throughout all project phases, from kick off to ribbon cutting.

City of Caribou

Principal-in-Charge
Mark Lee, AIA, LEED AP

Project Manager
Amanda Jandreau, PE, SE

Project Architect
William Gatchell, AIA

Structural Engineer
Nickolas Brown, PE

Electrical Engineer
James Hebert, PE

Civil Engineering
Jon Earle, PE

Plumbing / Fire Protection Designer
Michael Morrissette

Mechanical Engineer
David Story, PE

Cost Estimating Consultant

Preferred Construction Management

Kyla Magnusson

Environmental Engineers

Haley Ward

Senior Project Manager
Senior Project Scientist
Michael Sauda, MPH, CSP

Public Safety Design Consultant

MW Studios

Principal Architect
Robert Manns, AIA

Senior Associate
Jessica Sweigart, AIA

Education
Boston Architectural College
Master of Architecture

Drexel University
Bachelor of Science in Civil Engineering

Bachelor of Science in Architectural Engineering

Registrations
ME, NH, MA, CT, NY
NCARB IDP Certification
EI

Accreditations
Leadership in Energy and Environmental Design Accredited Professional (LEED AP)
Massachusetts Certified Public Procurement Official (MCPPO)

Affiliations
American Institute of Steel Construction
American Society of Civil Engineers
Association of College & University Housing Officers International
U.S. Green Building Council

Mark Lee, AIA, LEED® AP, MCPPO

Principal-in-Charge, Architect | Harriman

Mark Lee has experience in both structural engineering and architectural design, encompassing over 25 years and providing him a truly multidisciplinary perspective on building design.

Over the years, Mark has gained significant design experience on a variety of projects. Projects have included new construction, additions and renovations to existing facilities, as well as master plans and space/programming studies.

Before joining Harriman as an architectural designer, Mark was a structural engineering designer in Philadelphia and New York. In addition to working on projects with the Greater Philadelphia Transportation Authority, he has also worked on projects built in Indonesia and China. Mark has bachelor's degrees in both civil engineering and architectural engineering, as well as a master's degree in architecture.

Relevant Experience:

City of Concord - Concord, New Hampshire
Design and Construction Administration for New Police Station

Town of Atkinson – Atkinson, New Hampshire
Police Facility Space Needs Study

Town of Salem – Salem, New Hampshire
Fire and Police Facility Space Needs Assessment

City of Caribou - Caribou, Maine
Renovations to Existing Fire Station

911 Call Center - Laconia, New Hampshire
Design of New, 21,000-SF 911 Call Center for NH Department of Public Safety

Androscoggin County Sheriff's Department – Auburn, Maine
Planning and Schematic Design

Lincoln County - Wiscasset, Maine
Feasibility Study for New Sheriff's Office and Emergency Management Agency

City of Bath - Bath, Maine
Fire Department Concept Design | Public Safety Building Space Needs Assessment

Mexico Fire Department - Mexico, Maine
Meroby School Fire Department Conversion

Maine Army National Guard – Norway, Maine
Readiness Center Renovation and Addition

Education
University of Maine
Bachelor of Science
Civil Engineering

Registrations
ME, NH, MA

Affiliations
American Society of Civil Engineers

American Institute of Steel Construction

Society of American Military Engineers

Amanda Jandreau, PE, SE

Associate, Project Manager | Harriman

Amanda has 17 years of experience in structural engineering and has designed numerous projects throughout New England. She has extensive knowledge of building systems utilizing steel, wood, masonry, and concrete. She has served as project engineer for new construction and renovation projects in several different markets including governement, commercial, medical, educational, industrial, parking and residential.

With a pragmatic approach to project management, she leads projets to efficient completion, ensuring designs meet clients expectations and goals. She fosters collaboration among architects and engineers, resuling in high-quality project documents.

Amanda, an Aroostook county native attended the University of Maine at Orono where she earned her Bachelor's Degree in Engineering. Outside her professional role, Amanda is a dedicated community member in Caribou, serving as den leader for the local cub scout and volunteer basketball coach.

Relevant Experience:

City of Caribou - Caribou, Maine
Renovations to Existing Fire Station

911 Call Center - Laconia, New Hampshire
Design of New, 21,000-SF 911 Call Center for NH Department of Public Safety

Town of Hudson - Hudson, New Hampshire
James A. Taylor Memorial Fire Station

Portsmouth Naval Shipyard - Kittery, Maine
DLA Renovations Buildings 153, 170, 300 and 337

Maine Army National Guard - Norway, Maine
Readiness Center Renovation and Addition

National Guard Readiness Center - Bangor, Maine
Building 255 Renovation

Mi'kmaq Nation - Caribou, Maine
Fish Hatchery Expansion

Maine Army National Guard – Augusta Maine
Camp Keyes Building 7 Emergency Dormer
Camp Keyes Building 7 Dental Clinic

The Jackson Laboratory - Bar Harbor, Maine
Center for Biometric Analysis | Building 28, Second Floor Renovations

Geiger - Lewiston, Maine
Corporate Office Renovation

Education
Columbia University
Master of Architecture

Arizona State University
Bachelor of Science in Design

Registrations
ME, NH, MA

Accreditations
Massachusetts Certified Public Purchasing Official (MCPPO)

Affiliations
American Institute of Architects

NCARB

William Gatchell, AIA, MCPPO

Senior Associate, Architect | Harriman

Based in our Portsmouth, NH, office, Will has over 20 years of experience in architecture. He has extensive experience in education, commercial and municipal projects, from master planning and feasibility studies, to additions, renovations, and new design. He enjoys the challenges of complex architectural program and working on projects that directly impact communities. Will's architectural philosophy is that great design requires careful attention to both aesthetics and program. A building needs to work effortlessly for the program it was intended for. His focus, in addition to design, is project management and business development. He loves the broad-brush strokes of initial design and the detail of interior design and furnishings.

Relevant Experience:

City of Concord - Concord, New Hampshire
Design and Construction Administration for New Police Station

Androscoggin County Sheriff's Department – Auburn, Maine
Planning and Schematic Design

Town of Atkinson – Atkinson, New Hampshire
Police Facility Space Needs Study and Concept Design

City of Caribou - Caribou, Maine
Renovations to Existing Fire Station

911 Call Center - Laconia, New Hampshire
Design of new, 21,000-SF 911 call center for NH Department of Public Safety

Town of Salem – Salem, New Hampshire
Fire and Police Facility Space Needs Assessment

City of Bath - Bath, Maine
Fire Department Concept Design | Public Safety Building Space Needs Assessment

Mexico Fire Department - Mexico, Maine
Meroby School Fire Department Conversion

Town of Hudson - Hudson, New Hampshire
James A. Taylor Memorial Fire Station

City of Lewiston – Lewiston, Maine
Needs Assessment and Conceptual Design

City of Augusta – Augusta, Maine
Facilities Master Plan

Town of Windham – Windham, Maine
Addition and Renovation to Public Safety Building

Education
University of Maine
Bachelor of Science
Civil Engineering

Registrations
ME, CA

Affiliations
Structural Engineers Association of Maine

American Institute of Steel Construction

Nikolas Brown, P.E.

Senior Structural Engineer | Harriman

Nick has 11 years of experience in field engineering, as well as, design and modeling of structural systems utilizing a variety of structural materials. He has been responsible for the development of construction documents and performing field observations for a variety of projects for municipal, education, retail, commercial, industrial, and healthcare clients.

Nick has been extensively involved in the design of new and existing structural projects utilizing Revit structural modeling and other structural analysis software. He also has experience in performing in-depth analysis of existing structures in order to assess their viability for reuse or renovation.

Relevant Experience:

911 Call Center - Laconia, New Hampshire
Design of New, 21000-SF 911 Call Center for NH Department of Public Safety

Town of Atkinson – Atkinson, New Hampshire
Police Facility Space Needs Study and Concept Design

City of Lewiston – Lewiston, Maine
DPW Facilities Needs Assessment | Memorial Armory Renovation

City of Augusta – Augusta, Maine
Assessment of Various City Buildings for Facilities Master Plan

City of Bath - Bath, Maine
Vulnerability Assessment and Adaptation Strategies of Various City Buildings

Town of Naples – Naples, Maine
New Community Center and Town Office Planning and Design

Town of Windham – Windham, Maine
Addition and Renovation to Public Safety Building

Portsmouth Naval Shipyard – KIttery, Maine
Building Life Safety Upgrades

Maine Housing – Augusta, Maine
Office Building Addition and Renovations

Portland Public Schools – Portland, Maine
Lyseth Elementary School ddition and Renovations

St. Croix Regional Family Health Center – Princeton, Maine
Princeton Health Center Renovation

IDEXX Laboratories – Latham, New York
Laboratory Renovations

Jonathan Earle, PE

Senior Civil Engineer | Harriman

Jonathan Earle has over 20 years of experience as a civil engineer and has been involved in a wide variety of municipal and site development projects in his career. His experience includes site plan and subdivision plan review, collaboration with engineering consultants, cost estimating, and construction project management.

Additionally, he has experience with design and construction of drinking water distribution and treatment projects for systems across Maine.

Education
University of Maine
Bachelor of Science
Civil & Environmental Engineering

University of Southern Maine
Certificate of Graduate Study
Public Administration

Registrations
ME
Certified Professional in Erosion and Sediment Control (CPESC)
ME Licensed Site Evaluator

Affiliations
American Society of Civil Engineers (Maine Chapter)
American Public Works Association (Maine Chapter)
Maine Water Utilities Association
Maine Society of Professional Engineers (Board Member & Past President)

Relevant Experience:

City of Concord - Concord, New Hampshire
Design and Construction Administration for New Police Station

Androscoggin County Sheriff's Department – Auburn, Maine
Planning and Conceptual Design of 10-Station Dispatch Facility

City of Belfast - Belfast, Maine
City Hall B Fit-Out

911 Call Center - Laconia, New Hampshire
Design of New, 21,000-SF 911 Call Center for NH Department of Public Safety

Mexico Fire Department - Mexico, Maine
Meroby School Fire Department Conversion

Town of Windham, ME – Windham, Maine
Main Street Reconstruction & Pedestrian Improvements
Design review and construction administration of approximately 3,500 of roadway with drainage and pedestrian improvements

Town of Windham, ME – Windham, Maine
Subdivision Review – Plan review and construction oversight of all subdivision roads intended for acceptance by the Town

Skowhegan, ME – Drinking Water Storage Tank
Prepared site plan review documents and obtained local approval for a 1 MG drinking water storage tank

MSAD 17 Feasibility & Planning Studies - South Paris, Maine
School Revolving Renovation Fund process

Governor Baxter School for the Deaf – Mackworth Island
Design and construction administration for improvement to the Mackworth Island campus

MSAD 60 Facilities Study & Capital Improvement Plan
Site assessments and recommendations for capital improvements to eight schools district-wide

Education
University of New Hampshire
Bachelor of Science
Mechanical Engineering

University of New Hampshire
Associate of Applied Science
Civil Engineering

Registrations
ME, NH, MA, CT, VT

Accreditations
Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

Affiliations
American Society of Heating, Refrigeration, and Air-Conditioning Engineers

David Story, PE, LEED AP

Principapl, Mechanical Engineer | Harriman

Based in our Auburn office, Dave has over 20 years experience in designing heating, ventilating, and air conditioning systems for education, retail, and healthcare projects in both the public and private sectors. As a principal leading the mechanical engineering studio, his communication skills with our clients, engineers, architects and contractors are invaluable to our project success.

With a focus on sustainability and energy efficiency, Dave has designed a variety of systems with approaches tailored to each individual project and Owner requirements, utilizing a variety of fuel sources, including converting steam to hot-water systems. His experience also includes design of energy-efficient chilled and hot water hydronics systems including heat-recovery ventilation systems.

Relevant Experience:

City of Concord - Concord, New Hampshire
Design and Construction Administration for New Police Station

Androscoggin County Sheriff's Department – Auburn, Maine
Planning and Conceptual Design

911 Call Center - Laconia, New Hampshire
Design of New, 21,000-SF 911 Call Center for NH Department of Public Safety

Town of Chester – Chester, New Hampshire
Police Facility Space Needs Assessment

City of Bath - Bath, Maine
Public Safety Building Space Needs Assessment

Town of Hudson - Hudson, New Hampshire
James A. Taylor Memorial Fire Station

State of Maine, Camp Keyes – Augusta, Maine
Upgrades at Buildings 34 & 39

City of Dover – Dover, New Hampshire
Library HVAC and electrical services upgrade | City Hall, town council conference rooms | City Hall, Police Station | City Hall Auditorium

City of Lewiston – Lewiston, Maine
Engineering design of city parking garages

City of Westbrook - Westbrook, Maine
Parking structure design

Town of Wilmington – Wilmington, Massachusetts
Master plan for 26 municipal buildings

Education
University of Maine
Bachelor of Science
Electrical Engineering

Registrations
ME

Certifications
OSHA, Construction Safety and Health,
License No. 36-004607883

Affiliations
Scarborough Zoning Board of Appeals,
2015 - Present, Chairman of the Board

James Hebert, P.E.

Senior Electrical Engineer | Harriman

Technical expertise, team collaboration and a sustainable approach are constants across James' expansive portfolio of innovative and creative electrical design solutions. A natural collaborator and communicator, James is adept at engaging with project teams and clients to articulate clear project goals and to respond with refined, robust and practical electrical designs. With over twelve years of experience, his portfolio encompasses a broad range of projects across diverse typologies and industries, including healthcare, government, historic preservation, and commercial development.

Relevant Experience:

City of Lewiston – Lewiston, Maine
Memorial Armory Renovation

City of Bath - Bath, Maine
Vulnerability Assessment and Adaptation Strategies of Various City Buildings

Maine Army National Guard – Norway, Maine
Norway Readiness Center renovation and addition

Dorothea Dix Psychiatric Center – Bangor, Maine
Facilities Assessments and Study

Lincoln County Sheriff's Office – Wiscasset, Maine
MEP Assessment

Edward T. Gignoux U.S. Courthouse* – Portland, Maine
Vehicle Barrier Installation

Portsmouth Naval Shipyard* – Kittery, Maine
Waterfront Support Facility

University of Maine - Presque Isle, Maine
Aroostook Farm Phenotype Laboratory

Bates College – Lewiston, Maine
Chase Hall Electrical Study

Bowdoin College - Brunswick, Maine
Coles Tower Fire Alarm Upgrade

Hometown Health Center – Palmyra, Maine
New Medical Office and Wellness Center

Department of Veterans Affairs Medical Center – Brockton, Massachusetts
Upgrade Physical Therapy Building 23

**Experience prior to joining Harriman*

Education
Central Maine Community College
Associate of Applied Science
Architecture/Civil Engineering

Michael Morrissette, E.I.

Senior Structural Engineer | Harriman

Michael is a fire protection and plumbing designer on diverse projects for numerous college, university, government and municipal clients. His work has encompassed many systems for fire protection, plumbing and drainage. He has significant experience in the drafting of mechanical and fire protection systems using 3D modeling and design using Revit.

Relevant Experience:

City of Concord - Concord, New Hampshire
Design and Construction Administration for New Police Station

City of Caribou - Caribou, Maine
Renovations to Existing Fire Station

911 Call Center - Laconia, New Hampshire
Design of New, 21,000-SF 911 Call Center for NH Department of Public Safety

City of Bath Police and Fire Facility - Bath, Maine
Public Safety Facility and Space Needs Assessment | Fire Department Planning Survey | Morse High School Concept Development and Reuse Study

Town of Windham – Windham, Maine
Addition and renovation to Public Safety Building

Androscoggin County Sheriff's Department – Auburn, Maine
Planning and Conceptual Design

Town of Chester – Chester, New Hampshire
Feasibility Study and Site Design Concepts for New Police Department

Town of Hudson - Hudson, New Hampshire
James A. Taylor Memorial Fire Station

Maine Army National Guard – Norway, Maine
Readiness Center Renovation and Addition

City of Augusta – Augusta, Maine
Facilities Master Plan

Mi'kmaq Nation - Caribou, Maine
Fish Hatchery Expansion

Maine Housing – Augusta, Maine
Office Building Addition and Renovations

State of Maine – Mackworth Island, Maine
Concept Utilization Plan for Mackworth Island

Hillsborough County - Nashua, New Hampshire
Facility Assessment

Education
Master of Architecture
Catholic University of America

Registrations
NH, NJ, MD, AZ, WA

Robert Manns, AIA

Principal Architect | MW Studios

Robert Manns, AIA, is a founding principal of the firm and serves as the managing director of design. He carries over 25 years of experience and specializes in designing civic, judicial, and public safety facilities including courthouses, city halls, public libraries, fire and police stations, and other municipal and government facilities.

Rob's ability to transform outdated structures into modern facilities that achieve the specific goals of the client is second to none. He actively engages stakeholders to translate their vision into completed projects which has made him a trusted partner for the 10+ municipal on-call contracts the firm currently holds. He is one of the industry's foremost leading experts on building information technology (BIM) and is now leading the way in implementing the use of virtual reality software, providing cutting-edge technological solutions that effectively communicate the design with owners and contractors.

Relevant Experience:

City of Caribou - Caribou, Maine
Police Station Design

Wicomico Public Safety Building - Wicomico County, Maryland
Wicomico County Public Safety Center

Maryland State Police Barrack V - Berlin, Maryland
Maryland State Police Barrack V

Philidelphia Police 15th District - Philadelphia, Pennsylvania
Philadelphia Police Department

Additional Project Experience:
Carroll County North Precinct
Carroll County Public Safety Training Center
Cecil County Sheriff's Office
Dorchester County Police Department
Howard County Public Safety Training Center
Leonardtown Sheriff Station
Lewistown, Maine Police Department
Mount Pleasant Public Safety Center
North Providence Public Safety Complex
Perryville Police Station
Timnath Police Station
Ventura County Public Safety Complex

Education
Master of Architecture
Savannah College of Art & Design

Registrations
MD

Evan Gray, AIA

Principal Architect | MW Studios

Mr. Gray serves as one of the lead designers and project architects for public safety facilities within the firm. Over the course of his career with the firm, he has been directly involved in the design of more than 30 fire stations, police stations, and emergency operations centers. His architectural experience is further complemented by his 15 years' experience in the construction industry.

As one of the firm's leading technical experts, Evan is responsible for quality assurance and control, design production, construction document standards, and implementing innovative strategies in the design of public safety buildings. He regularly engages in technically challenging and specialty projects such as firing ranges, communications centers, laboratories, and storm hardened structures. Evan also possesses direct FEMA experience where he worked to secure project funding to harden and replace public safety facilities compromised by Hurricane Sandy. He posses immense knowledge regarding the nuisances associated with the renovation and construction of public safety facilities and, specifically, challenging sites.

Relevant Experience:

Augusta Police Headquarters - Augusta, Maine
Police Station Master Planning and Design

Wicomico Public Safety Building - Wicomico County, Maryland
Wicomico County Public Safety Center

Carroll County Sheriff's Headquarters - Carroll County, Maryland
Public Safety Master Plan

Additional Project Experience:
Anne Arundel Police Department
Baltimore City Police Department
Carroll County Public Safety Training Center
Cecil County Sheriff's Office
Dorchester County Police Department
Edisto Beach Police Department
Hollowell Police Department
Kitty Hawk Police Department
Lewistown, Maine Police Department
Maryland State Polce
Mt. Airy Police Department
Mount Pleasant Police Department
North Providence Police Department
Perryville Police Station
Philidelphia Police Department
Timnath Police Station

Education
Clarkson University
Bachelor of Science
History

Affiliations
American Society of Professional Estimators, Maine Chapter

National Association of Women in Construction, Maine Chapter

Portland Society of Architecture

Consulting Estimators Round Table: CERT Member

Kyla Magnusson

Lead Cost Estimator | Preferred Construction Management

Kyla is a Principal and Lead Estimator for PCM Company. She is responsible, along with the other executives, for the oversight, management, and day–to–day operations of PCM Company's three offices in New Jersey, Maine, and Georgia, and direct on-site supervision of the Portland, ME office. Kyla graduated with a BS degree from Clarkson University and brings more than 18 years of industry experience to the PCM team.

Before joining PCM, Kyla worked for an ENR Top 100 General Contractor in Massachusetts and Maine for seven years as a cost estimator.

Kyla's project experience ranges from less than $100,000 to $1 billion projects throughout the US in several commercial industries, including healthcare, institutional, life sciences, government, education, multi-use buildings, and transportation.

Relevant Experience:

Town of Atkinson, Police Department - Atkinson, New Hampshire

Hillsborough County Building Assessment - New Hampshire

Edward Little High School - Auburn, Maine

Scarborough K-3 Public Schools - Scarborough, Maine

RSU 10, Feasibility Study and Referendym Estimate - Mexico, Maine

Yarmouth School District - Yarmouth, Maine

Portland Public Schools - Portland, Maine

AOS 91 Conners Emerson School - Bar Harbor, Maine

Gorham High School Renovations & Additions - Gorham, Maine

Wellesely Middle School - Wellesely, Massachusetts
RSU 4 Oak Hill Middle School - Sabattus, Maine

Boston Public Schools – Josiah Quincy Upper School - Boston, Massachusetts

Boothbay School Facility Assessment (High School & Elementary) - Boothbay, Maine

Morse High School Sitework - Bath, Maine

Connors / Emersons School Addition & Renovation - Bar Harbor, Maine

Cheverus High School,
Main Building Renovations & Additions - Portland, Maine

MSAD 49 Fairfield School - Benton, Maine

Ella Lewis School Gymnasium Repairs - Steuben, Maine

Waring School Administration & Classroom Building - Beverly, Massachusetts

HALEY WARD
ENGINEERING | ENVIRONMENTAL | SURVEYING

MICHAEL SAUDA, MPH, CSP

Senior Project Manager

msauda@haleyward.com

Michael D. Sauda is a Board Certified Safety Professional with over 34 years of experience in the broad field of safety, environmental, and risk management. He has had the diverse roles of environmental consultant, industrial hygienist, safety director, and facilities director over his career. He has expertise in occupational health, workplace safety, and environmental compliance. His career has had emphasis on indoor air quality, industrial hygiene, laboratory safety, safety program management, and compliance. He has provided technical consultation in areas of hazardous materials in building renovation such as asbestos, hazardous wastes, lead, mercury, and PCBs management. He also has experience in risk management, construction safety, emergency planning, loss control, and safety training.

3
Sub-Consultants

Manchester Police Department | Manchester, New Hampshire
(Project designed by Will Gatchell prior to joining Harriman)

MW STUDIOS FIRM HISTORY & BACKGROUND

White Marsh Fire/EMS Company

Feasibility Study consisting of developing a 32,500 sqft program for a combined facility that houses both Chesapeake Fire Station #14 and Chesapeake Police Precinct #5. The program was represented in visual bubble diagrams for each room within the program, which was then organized within the designated site that is to be shared with the Greenbrier Library.

Manns Woodward Studios (MWS) is a Maryland based architectural firm founded in 2006 that passionately specializes in the design of public safety facilities.

Public safety architecture is the cornerstone of our practice. For more than a decade, the firm has been directly responsible for the successful design of over 100 Fire Stations, Police Stations, Emergency Operations Centers, 911 Call Centers, Training Centers, and other Emergency Services and Mission Critical Facilities.

MWS' leadership in public safety design has been recognized on a national level, time-and-time again. The senior leadership of the firm has been involved in the development of best practice standards, spoken at national conferences on the design of fire station and other public safety facilities, and has received numerous project design awards for finished work. Through experience, our team has gained unprecedented insight as to how departments from across the country are solving the many unique challenges associated with designing fire stations.

In today's era, public safety is increasingly more critical. The ability to respond to events ranging from a regional natural disaster to a single motor vehicle collision is essential to ensure the safety of our communities. The design of a fire/EMS station requires a high level of expertise to develop an enduring building that optimizes preparedness, ensures responder safety, and promotes operational efficiency. The world around us is ever-changing, and as architects and responders, we must continually educate ourselves and enhance our facilities to protect the health, safety, and wellbeing of our communities.

Our team will leverage our experience in the design of EMS and public safety buildings to tailor this project to meet the needs of the users and the community it serves. As such, the site, along with the architecture and interior design, will be purposefully designed to accommodate the needs of a modern fire department.

We possess a solid understanding of spatial relationships and safety standards associated with fire/EMS department building operations. We know how to program and design these unique facilities to maintain functionality throughout the life of the building.

RECENT PUBLIC SAFETY EXPERIENCE

MW Studios is a specialty firm that partners with communities to plan, design, and construct public safety facilities. We bring years of experience in successfully designing Training Facilities, Sheriff Offices and Police Stations, Fire Stations, and other public safety facilities that are unique and special for each community. Below is a sampling of our recent police stations projects and other public safety facilities that were designed and/or constructed.

75+ PUBLIC SAFETY STUDIES

15+ JOINT USE FACILITIES

200+ VALUED CLIENTS

MW STUDIOS HAS 50+ MUNICIPAL CLIENTS SERVING OVER 20 MILLION PEOPLE

FIRE STATIONS & EMS STATIONS

- Aberdeen Fire Department House 1
- Abingdon Fire Company Riverside Station
- Aetna Fire Department Station 8
- Atlantic Midtown Station
- Baltimore County Fire Department Station 8
- Bel Air Volunteer Fire Company
- Catonsville Fire Station
- Colora Paramedic Station
- Crownsville Fire Department
- Cumru Fire Department
- East Dover Fire Company Design
- East Liberty Fire Station
- Friendship Ambulance
- Harford County Northern EMS Station
- Howard County Armory and Fire Facility
- Joint Base Andrews Crash Rescue Station
- King George Fire Station
- Laytonsville Fire Department
- Lutherville Fire Department
- Mechanicsville Volunteer Fire Department
- Mill Creek Volunteer Fire Department
- New Brunswick Fire Station
- New Castle County Paramedic Station 10
- New Castle County Southern Paramedic Station 5
- Ocean City Fire Department Station 3
- Philadelphia Engine 10
- Pittsburgh North Side EMS Station
- Randallstown Fire Department Renovation
- Reading 9th & Marion Fire Department
- Spring Garden Township Fire Station 892
- Susquehanna Hose Company Division 1
- Sykesville Freedom District Fire Department
- Upperco Volunteer Fire Company
- Westview Fire Station
- White Marsh Fire Company
- Whiteford Volunteer Fire Company

FEASIBILITY STUDIES & MASTER PLANS

- Aetna Fire Department Station 8
- Augusta Police Headquarters
- Baltimore City Police Department Northwest Station
- Berkeley County Public Safety Complex
- Berkeley Regional Training Center Master Plan
- Bowleys Quarters Volunteer Fire Department Feasibility
- Bridgeport Police Department Feasibility
- Charles County Public Safety Campus Master Plan
- Chesapeake Public Safety Campus
- Coppin State Public Safety Facility Master Plan
- Dallas Public Safety Training Campus
- DC Engine 12 Feasibility
- Earleigh Heights Fire Department
- Emerald Isle Fire Station 2
- Fallston Fire Company Feasibility Study
- Glen Echo Fire Department
- Good Will Fire Station Feasibility
- Howard County Police Department Third District Department Feasibility
- Huntingtown Volunteer Fire Department Feasibility
- Kingsville Fire Department
- Kingwood Volunteer Fire Department Feasibility
- Kitty Hawk Public Safety Facility Design
- La Plata EMS & Hazmat Feasibility
- Lewiston Police Headquarters Feasibility
- Millcreek Fire Department
- Mount Airy Police Department Feasibility
- Mount Pleasant Public Safety Training Center Master Plan
- Northwood Public Safety Complex
- Oakland Public Safety Training Center Master Plan
- Oakland Volunteer Fire Company Feasibility
- Ocean Pines Volunteer Fire Department Feasibility
- Onancock Fire Department Feasibility
- Petaluma Public Safety Complex Master Plan
- Pismo Beach Public Safety Complex Master Plan
- Philadelphia Fire Academy Master Plan
- Plymouth County Fire Range
- Po-Mar-Lin Fire Company Feasibility
- Port Penn Volunteer Fire Company Feasibility
- Princeton Fire Department Headquarters Feasibility
- Saint Leonard Volunteer Fire & Rescue Company Feasibility
- Seat Pleasant Police Department
- Sidney Fire & Public Safety Training Center
- St. Mary's County Police Firearms Range Feasibility
- Tonitown Police Station Feasibility
- Vandalia Public Safety Complex Master Plan
- Waldorf Volunteer Fire Department Station 12 Feasibility
- Zionsville Fire Department Feasibility Study

LAW ENFORCEMENT FACILITIES

- Anne Arundel County Northern District Police
- Baltimore City Police Department Northeast Station
- Caribou Police Department
- Carroll County Sheriff's Headquarters
- Cecil County Sheriff's Office
- Concord Police Department
- Emporia Police
- Howard County Police Department Third District Department Feasibility
- Lea County Law Enforcement Training Facility
- Maryland State Police – Barrack C
- Maryland State Police – Barrack J
- Maryland State Police – Barrack V
- Perryville Police Station
- Philadelphia Police 15th District
- St. Mary's County Sheriff Station
- Wicomico County Public Safety Building

JOINT OPERATIONS

- Anne Arundel County Emergency Management Center
- Cambridge Public Safety Building
- Carroll County Public Safety Training Center
- Chesapeake Public Safety Campus
- Chester County 911 Call Center
- Chester County Tactical Village
- Harford County Emergency Operations Center
- Harford County Public Safety Center
- Howard County Public Safety Training Center
- Norfolk Public Safety Building
- North Providence Public Safety Complex
- Sparrows Point Public Safety Facility
- Swatara Township Municipal Complex

Firm Profile | Preferred Construction Management

Established in 1995

Certifications

- U.S. Small Business Administration
  WOSB
- Women's Business Enterprise National Council
  WBE
- New Jersey
  WBE | SBE | DBE (NJ Transit) | DPMC|SDA
- Port Authority of New York & New Jersey
  WBE | SBE
- Maine
  DBE (MEDOT)
- New Hampshire
  DBE (NHDOT)
- Massachusetts
  WBE(SDO)|DBE(MADOT)
- Connecticut
  DBE (CTDOT)
- New York
  New York City WBE
  New York City School Construction Authority
- Pennsylvania
  DBE (SEPTA | PAUCP)
  SBE (SEPTA)
  Philadelphia WBE (OEO)
- Delaware
  DBE (DEDOT)
- Vermont
  DBE (VT Transportation)
- Rhode Island
  DBE (RIDOT)
- Georgia
  DB E(GADOT)
  SLBE (Clayton County)
- Kentucky
  DBE | SBE (KY Transportation Cabinet)
- Alabama
  DBE (ALDOT)
- Tennessee
  WBE (Metropolitan Government of Nashville)

Estimating

PCM offers a broad spectrum of cost estimating servicesfrom the idea stage to design phases through bidding andconstruction. We work with owners, architects, engineers,general contractors, construction managers, and governmentand facility officials. Our estimating staff has extensiveexperience in a diverse field of project sectors.

CPM Scheduling

PCM utilizes Primavera P6 and MS Project to developCritical Path Method (CPM) schedules for our clients. Ourscheduling specialists are experienced in creating,analyzing, and updating project schedules. PCM tailors ourCPM scheduling service in order to meet the needs of ourclients.

Claims Analysis

The experts at PCM are equipped to support your team if aconstruction claim/ dispute should occur. By analyzing theconstruction documentation and parties' performance, PCMcan assess liability and damage to resolve disputes in acost-effective and timely manner.

Project Support Services

PCM offers comprehensive construction support services,including staff augmentation, subcontractor solicitation,contract management, and document control, among otherservices. Our experience provides solutions to thechallenges that owners, architects, engineers, andcontractors face daily. PCM customizes our support servicesto meet the needs of our clients and the projectrequirements.

Office Locations

1295 Route 23, Unit 7
Butler, NJ 07405
973-853-6060

94 Auburn Street, Suite 207
Portland, ME 04103
207-618-7500

125 Townpark Drive, Suite 300
Kennesaw, GA 30144
404-815-9555

HALEY WARD
ENGINEERING | ENVIRONMENTAL | SURVEYING

FIRM PROFILE

Haley Ward is a 100% employee-owned technical consulting firm offering a wide range of engineering, architectural, environmental, and surveying services focused upon delivering client-based solutions.

Founded as CES, Inc. of Brewer, Maine in 1978, our company evolved into Haley Ward in 2020 to better represent our increasing size, reach and services portfolio.

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

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

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

Haley Ward is headquartered in Bangor, Maine, with branch offices located in Maine, New Hampshire, Massachusetts, Connecticut and Florida. Our growing team includes over 200 employee owners.

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4

Current Workload

Carroll County Sheriff Headquarters | Cecil County, Maryland
(Project designed by MW Studio)

Current Workload

Harriman, and our proposed consultants, are available to deliver the services described in the RFQ within the established timeframe.

Our team recognizes the importance of the Caribou Police Station to the City of Caribou and it's residence. Leveraging the resources of our integrated in-house architecture and engineering team, along with MW Studios architecture and engineering team, we will lead a comprehensive pre-design process and craft efficient, cost-appropriate, and functional solutions that suit a police station fr the City of Caribou.

We believe this team is well-positioned to deliver the same level of service on the City of Caribou Fire Department project.

		Weekly Availability to Commit to Project
		December 2025 through 2026
Project Oversight		
Mark Lee	Principal-in-Charge	4-8
Amanda Jandreau	Project Manager	16+
Architecture		
William Gatchell	Architect	10+
Robert Manns	Architect	4-8
Engineering		
Jon Earle	Civil Engineer	12-16
Nickolas Brown	Structural Engineer	8-12
David Story	Mechanical Engineer	12-16
James Hebert	Electrical Engineer	12-16
Michael Morrissette	Plumbing Designer	8-12

5
Project Understanding and Approach

MaineHousing Headquarters | Harriman

Project Understanding and Approach

The Harriman / MWS team will employ several tools and practices to provide a superior deliverable to the City of Caribou. An outline of our team's proposed work is listed on the following pages.

Planning and economic development decisions are only as good as the information they are based upon. Our team generates assessments using experienced professionals who clearly convey detailed, critical information about facility and spatial deficiencies.

- Summarized facilities information includes rankings of each building discipline with a list of observations and recommendations.
- Recommendations are assigned a cost and the cost is compared to the net asset value of the existing building.
- Space needs are carefully determined by personal interviews and test fits. The program document represents the true current and future needs of your police department.
- The project program is tested by organizing spaces into a blocking diagram showing critical adjacencies and depicts how various program areas stack in a multi-level concept. These diagrams quickly identify models that are more efficient and save money by reducing building size.
- Final cost estimates are created from the site-specific blocking diagrams.
- Renderings and character studies offer three-dimensional visual information about the general configuration of the proposed building and its relationship to the site.

The ultimate purpose of this study is to analyze and further validate the needs of the Caribou Police Department and explore a range of possibilities for renovating the existing structures or a new facility. Leveraging the scope and process outlined in this proposal, we will prepare studies for the project with preliminary cost estimates, preliminary site plans, renderings, and floor plan blocking diagrams. We have carefully outlined the tasks to provide comprehensive studies that meet best practices for designing law enforcement facilities. The results of this effort will enable the Department, City, and design team to prioritize needs, knowing the recommended solutions are feasible and provide the best value. This study will inform and yield the following:

- Analysis of existing sites and potential new sites for a proposed facility.
- Exploration of development approaches to determine best value.
- Existing facility conditional assessment and recommendations for renovation or alternative uses.
- Opportunities to improve operational efficiency through facility design.
- Approaches to improve officer health, safety and wellness through facility design.
- Approaches to promote community engagement through facility design.
- Opportunities to improve recruitment and retention through facility design.
- Project duration and capital improvement planning.
- Identify project challenges and approach strategies.
- Community and site integration.
- What the facilities might look like.
- How much should the facility cost.
- Potential alternatives.

General Scope Description

Task 1: Assessment
Kickoff and Project Initiation
The assessment team will organize and attend a kickoff meeting to include all stakeholders and discuss project procedures and objectives. During this meeting, subject matters, such as communication protocols, schedules, expectations, and delivery methods, will be discussed to ensure the process is executed as smoothly and efficiently as possible. This task will include meeting with the Caribou Police Department and City to review all existing documentation related to the facility.

Space Needs Assessment
We will interviews with key stakeholders to define the project requirements. We will collect data to better understand the specific goals the end-users have for the project, identify current operational challenges and their causes, enumerate the consequences of these shortcomings, and develop high-level strategies for solving them. Our team will develop preliminary program and organizational room diagram documents to capture and further memorialize the conversations and research performed during stakeholder interviews. The document will broadly outline the major spatial requirements, facility utilization rates, and how the previously faced critical challenges will be strategically resolved. We will present this information to the stakeholders for review. Based on the commentary received, we will adjust the document as necessary. This document will be the first significant step toward understanding the project's scale, organization, and potential cost.

Site Study
We understand the City has specific sites to consider for the blocking development of a new facility. Our team will provide analysis of the existing and proposed site locations. This analysis is intended to provide the City with comparative information about what locations are most promising.

Deliverables
Program and needs assessment report with supporting diagrams and cost estimates.

Task 2: Concept Development
There are many possible solutions to the issues at hand. After narrowing down the site utilization approach for the facility to two separate and distinct options, one option-at an existing location and one option for a new location, our team will further test the building programs to demonstrate a proof of concept and further validate the program's requirements.

As valid solutions materialize, we will lead the team in refining each program element's details to develop conceptual-level floor plans and digital concept models. Based on these discussions, our team will create a series of refined initial architectural concept site plans and conceptual diagrammatic floor plans that demonstrate the validity of the project program of requirements. During this phase, details will become more refined. Where appropriate, excessive space and square footage will be eliminated, and opportunities for co-location or shared resources will be identified.

Concept Plans
Leveraging the information learned during previous phases, our team will develop scale-appropriate conceptual floor plans that satisfy the program requirements. These preliminary diagrams will demonstrate multiple ways in which the individual spaces associated with the program can be organized within the building and on the site to satisfy the needs of the Department. Each solution will be accompanied by a scaled preliminary architectural site plan defining all significant functions.

Refinement and Value Engineering
Our team will present the concept plan solutions to the stakeholders and record any feedback received. During this effort, we will strive to identify potential space reductions, redundancies, and opportunities for consolidation and co-location. We will also identify opportunities to adjust the plans to improve operational efficiency. Where possible, the building size may be reduced to control project costs. Revised plans that reflect stakeholder feedback and reduction considerations will then be presented.

Updated Budgets and Final Program
Our team will develop updated conceptual-level budgets and final program documents that reflect the above referenced refinements. Budgets will consider total project costs for each approach and any required phasing, sequencing, or schedule challenges.

Rank and Select
After completing the above-referenced Phase 3 tasks, the team will work with the Department and the City to rank and select a concept solution for the building. The selected solution will be the basis for the next phases of the project.

Deliverables
Initial building and architectural concept plans
Initial digital massing models
Initial conceptual cost estimate and schedules

Client Objectives
Reach a consensus on the design approach for the station concerning site utilization, building organization, and overall project approach.

The final phase of the study will consist of developing the visuals and associated technical narratives necessary toarticulate the project approach and associated challenges. This phase will consist of the following items:

Architectural Schematic Plans and Renderings
MWS will lead the development of the final concept floor plans associated with the project. Harriman will lead in creating the building's exterior and develop perspectives.

Technical Narrative and Report
Our team will develop a detailed project narrative outlining the technical requirements of the work's anticipated future scope. The narrative will include all applicable information obtained during the study and outline the intended quality of work during future design phases and construction.

The narrative will identify current agency challenges and how this project resolves such challenges. It will also articulate how each critical success factor developed during the initial phase has been satisfied.

Accompanying the narrative will be a technical performance document specific to law enforcement facilities. This document will outline how the facility will satisfy the certification and accreditation criteria identified within the needs assessment phase. The report will consist of the following:

- Executive Summary
- Methods Utilized
- Mission Statement
- Overview of Challenges & Benefits
- Space Needs Assessment
- Concept Solutions
- Project Recommendations
- Cost Plan & Schedules

The report will first be issued in draft format and adjusted accordingly as necessary to address any comments issued by the Department or the City.

Deliverables
Rendered schematic floor plans
Rendered architectural site plans
Rendered building perspective(s)
Updated cost estimates and schedule

Client Objectives
Obtain a final deliverable that articulates a clear course heading for the project's future and provides sufficient information to describe and justify the decision-making process and rationale.

6
Relevant Experience

Similar Project Experience

	Facility Assessment	Programming	Police Station Facility Design	Addition/ Renovation	New Building	Site Selection
City of Concord **New Police Station** Concord, New Hampshire	■				■	
State of New Hampshire **911 Call Center** Laconia, New Hampshire		■			■	■
Town of Atkinson **Police Facility Space Needs** Atkinson, New Hampshire	■	■				
Town of Salem **Fire and Police Dept. Space Needs Assessment** Salem, New Hampshire	■					
City of Bath **Public Safety Needs Assessment** Bath, Maine	■	■				
Town of Windham **Public Safety Building Design** Windham, Maine	■			■		
Androscoggin County Sheriff's Department **Sheriff Office Renovation** Auburn, Maine	■	■	■	■		
Philadelphia Police 15th District **Design and Renovation of Police Station** Philadelphia, Pennsylvania				■		
North Providence Public Safety Complex **Design and Construction of New Publicc Safety Complex** North Providence, Rhodes Island					■	
Maryland State Police - Cumberland Barrack C **Design and Construction of New Police Barrack** Allegany County, Maryland		■			■	
Wicomico County Public Safety Building **Design and Construction of New Public Safety Building** Wicomico County, Maryland		■			■	
Maryland State Police - Berlin Barrack V **Design and Construction of New Barrack** Worcester County, Maryland		■			■	
St. Mary's Sheriff's Station - District 4 **Renovation of Police Station** St. Mary's County, Maryland				■		
Carroll County Sheriff Headquarters **Master Planning and Design of New Police Headquarters** Carroll County, Maryland		■			■	
Timnath Police Station **Design of New Police Station** Timnath, Colorado		■			■	
Anne Arundel County Northern District Police **Design and Construction of New Police Station** Anne Arundel County, Maryland		■			■	

City of Concord

New Police Station

Concord, New Hampshire | Harriman & MW Studios

Client Contact: Beth Fenstermacher, Special Projects Director
603-230-3635
benstermacher@concordnh.gov

Construction Cost: $36,000,000 (budgeted)

Construction Start: Spring 2026

The Concord, NH Police Station project is a collaboration with Harriman and MWS. The project entails the complete renovation of a 1957 office building and the addition of a wing design to critical facility standards. Ballistic rated material, compartmentalization of spaces for security, site lines for staff, and ease of circulation and flow for occupants are integrated into the design solution. The facility is scheduled to begin construction in 2026.

State of New Hampshire
911 Call Center
Laconia, New Hampshire

Located in Laconia, New Hamphire, the new State of New Hampshire 911 Facility will be home to the State's redundant 911 operations and the primary location for the Lakes Region Mutual Fire Aid operations. The facility will include the 911 operations room for both organizations, as well as administrative offices and support spaces. The building is considered a Critical Operations facility, requiring appropriate hardening by way of access limitations, assembly selection and organization of spaces and fenestration.

Set back on an open lot and surrounded by trees on three sides, Harriman used the natural slope of the site to enhance the secure arrival of employees and their visitors and maintain as much of the existing landscape as possible.

The State of New Hampshire and Lakes Region Mutual Fire Aid are prioritizing occupant health and comfort while emphasizing systems safety. Using the State's High Performance Design Standards, as well as 2021 energy codes, the building's design has prioritized sustainability and healthy materials in interior and exterior design decisions. The interior includes several biophilic design elements to allow for a connection to the building's surrounding rural landscape and is a reprieve from the Center's high stress environment.
The new facility design is intended to future proof the State of New Hampshire's operations both physically and technologically for years to come. Project design is slated for completion in fall 2024; construction will start in spring 2025.

Client Contact: Caitlyn Stubbs
603.271.6660

Size: 21,000 GSF, accessory building at 2,700 GSF

Construction Start: Spring 2025

Town of Atkinson

Police Facility Space Needs

Atkinson, New Hampshire

Client Contact: Tim Crowley
603-362-4001

Harriman recently completed a facilities review, site assessment, space needs analysis, concept design, and cost estimate for a new 11,800-square-foot police facility for the Town of Atkinson, NH Space programming and concept design was in compliance with CALEA standards (Council of Accreditation of Law Enforcement Agencies).

Architects, engineers, and site designers assessed the existing facility and provided a report documenting deficiencies and options for renovation/addition of the current building. Program interviews were performed to understand current and future staffing and operational needs. A spaced needs assessment was completed which compared existing space utilization with current space needs. The assessment also provided estimates for future growth needs for the next 5, 10, and 20 years. Potential sites were evaluated for operational and environmental suitability. Intitial survey and testing was performed on the perferred site. Concept plans were developed and reviewed by the Committee to ensure program was met and operational relationships were optimal for their agency. Design options were reviewed and a preferred design was selected with input from the Committee. A detailed cost estimate was produced based on all the information developed in the study.

Harriman frequently met with the full Committee and also with individual members of the Atkinson Police Department.

Town of Salem
Fire and Police Dept. Space Needs Assessment
Salem, New Hampshire

Client Contact: Christopher Dillon, Town Manager
603-890-2090

We completed work with the Salem Fire and Police Departments to provide space needs and facility improvement recommendations. Our team guided the process of identifying options for these agencies to operate safely and efficiently into the future. Final recommendations included a mix of new construction and renovations. The police department and central fire station were recommended to be completely replaced. Salem's two existing sub-stations were recommended to receive additions and renovations and a new west end station with training facility is to be constructed. A key component of our services is having a high level of staff and stakeholder inclusion during the planning process.

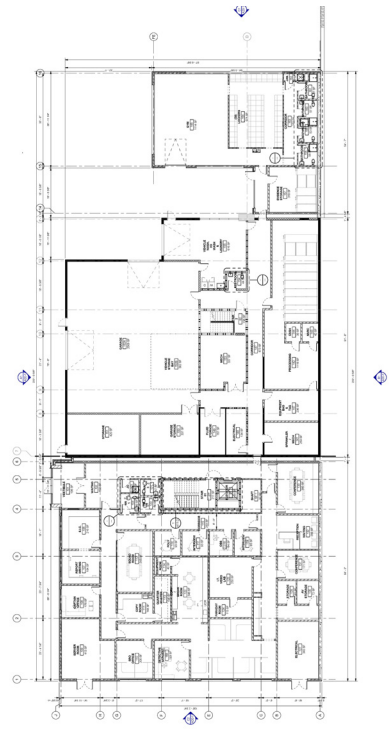
Project goals included:

- Addressing the needs of the fire and police departments which have outgrown their current facilities.
- Identifying new sites to develop if current locations cannot support expansion.
- Consolidate fire department office and storage spaces which are currently distributed throughout the town. Inspections services and fire department support apparatus would be relocated to the central fire station and/or sub-stations.
- Adding a west fire sub-station to improve response times and address increased calls for service based on recent large scale developments.
- Creation of conceptual plans, 3D massing diagrams, and cost estimate.
- Provide a phasing and implementation plan to help the Town navigate the best way to roll out up to five different projects.

Androscoggin County Sheriff's Department

Sheriff's Office Renovation

Auburn, Maine



Androscoggin County Sherrif's Department
Conceptual Floor Plan

Harriman was contracted to design a renovation-addition for the Androscoggin County Sheriff's Office in 2024. Following a facility assessment from 2022, the Harriman team began design to renovate a 13,000 SF existing commercial facility and a 21,000 SF addition. A stand-alone 6,300 SF firearms training facility was developed as an alternate development scope item.

Project program includes a regional communications center, fleet maintenance, training facility, and lease space for a partner agency. Care was taken to integrate the design into the existing context while providing appropriate security for the Sheriff's Office staff.

The existing building was evaluated carefully to take full advantage of existing attributes and limit unnecessary renovation cost. The composition of new construction elements is intended to create buffers between the street and existing facility to improve the safety of occupants and to separate non-critical program from the main Category IV critical facility to reduce construction cost.

Androscoggin County Sherrif's Department
Conceptual Development

Client Contact: Sheriff Eric Samson
207.753.2500

Town of Windham

Public Safety Building Design

Windham, Maine

Harriman worked with the Town of Windham to perform a series of functions to move the Town toward construction of a renovated and expanded public safety building. The scope included: facility evaluation, space needs assessment, concept design, schematic design, cost modeling, writing the RFP for a design-build contractor on behalf of the Town, and providing oversight of the design-build process on behalf of the Town. The existing apparatus bay was converted to suport police and fire program space.

Detailed programming by Harriman led to several concept options for the Town's consideration.

Client Contact: Barry Tibbetts
Town Manager
207.892.1907

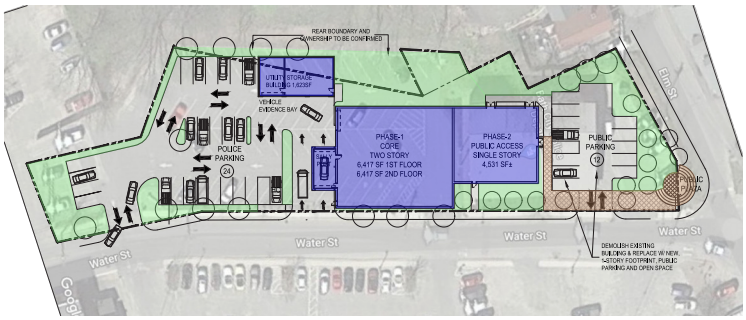
City of Bath
Public Safety Needs Assessment
Bath, Maine

Police Department Preferred Concept Floor Plan

Fire Department Concept Floor Plan

Harriman was hired by the City of Bath to perform a facility evaluation, space needs assessment, concept design, and cost modeling of its fire and police departments.

The scope was intended to inform a concurrent study, performed by Harriman, of reuse options for the Morse High School Building on High Street. Study findings allowed the City to determine that a new central fire station could be constructed on a portion of the Morse High School property and that a phased replacement of their police station could be constructed on the current police department site. Both concepts yielded critical space and infrastructure improvements for the City's essential facilities. Process and findings from the study were presented to project stakeholders and to the City Council.



Police Department Preferred Site Plan

MaineHousing
Office Building Addition and Renovations
Augusta, Maine

Client Contact: Jane Whitley, Human Resources Director
jwhitley@mainehousing.org
207-626-4607

MaineHousing is an independent state agency that assists low and moderate income families with housing and assistance suitable to their needs. Harriman was hired to analyze and update an office building that the agency purchased to expand their corporate offices and meet programming needs for staff.

The new building is brick, with two stories and partial ribbon fenestration. Interiors were reimagined as an open office environment providing one-to-one seating ratio for workstations and offices. Opening up the exterior walls allowed more natural light in the office.

Public-facing spaces are discretely designed for staff safety and security. The raised flooring enables utilities to flow to workstations without power poles to obstruct views. Lower desk partition heights create departmental neighborhoods and reinforce staff collaboration.

PHILADELPHIA POLICE 15TH DISTRICT
PHILADELPHIA, PENNSYLVANIA

DESIGN & RENOVATION OF POLICE STATION

CONTACT

Kimberly Bunk
215-683-4428

PROJECT DETAILS

Completion: 2023
Size: 18,350 SF
Cost: $12,782,594
Client: City of Philadelphia
Role: Architect of Record

PROJECT BRIEF

The design of the Philadelphia 15th District Police Station consists of an extensive renovation to a police station of approximately 18,350 SF that was built in the 1950's. The building has exceeded its useful life and is in need of repair suffering from water infiltration, asbestos and failing mechanical systems. Currently the police station houses both the 2nd and 15th Districts and the North East Detectives Division, of which the 2nd District will be getting relocated off-site into another building.

With the relocation of 2nd District it provides the opportunity to address the repair of the building and reconfigure the interior space to provide a functional working environment to accommodate the future needs of the 15th District police department and the North East Detectives. The new interior renovation includes both private and open offices, locker rooms, detention space as well as a processing area.

The exterior building improvements will consist of new windows, doors, rain screen system and secure vestibules. The renovation will also include ADA upgrades and ADA access to all floors provided by a new elevator. This project will be targeting a minimum LEED silver certification.

MW STUDIOS

NORTH PROVIDENCE PUBLIC SAFETY COMPLEX
NORTH PROVIDENCE, RHODE ISLAND

DESIGN & CONSTRUCTION OF NEW PUBLIC SAFETY COMPLEX

PROJECT BRIEF

MW Studios Served as the public safety design consultant to a a local Rhode Island architect, and was responsible for providing programming and planning services for a new 60,000 SF public safety building for North Providence. The project is a joint-use public safety complex and provides dedicated space for fire, police, EOC, municipal court, and PSAP functions. The complex functions as a "one-stop-shop" for all public safety and municipal court needs.

The two-story building is tailored to fit a tight urban site in the city of North Providence. It has one shared secure two-story lobby that welcomes the public to and directs them to the different agencies that have their own dedicated program space. The structure has "21st-century building systems" and is designed with materials and assemblies intended to last 50 to 100 years with proper maintenance. Shared areas include the lobby, communication center, fitness center, and public bathrooms.

The building was designed as a hardened and secure structure that exemplifies the principles of layered security and user group access control. Police vehicles cruisers are located at the back of the site in a secure staff parking area, which is shrouded by the building itself. A significant site concept incorporated into the back of the site allows for a dedicated pull-through zone and apron. This approach provides Fire and Police Command Apparatus to loop around the back of the site to access multiple drive-through apparatus bays.

CONTACT
Andrew Romero
401-272-1730

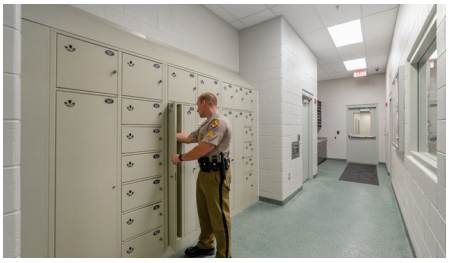
PROJECT DETAILS
Completed - 2019
Size - 60,000 SF
Client - RGB Architects
Role - Public Safety Consultant.

MW STUDIOS

MARYLAND STATE POLICE - CUMBERLAND BARRACK C

ALLEGANY COUNTY, MARYLAND

DESIGN & CONSTRUCTION OF NEW POLICE BARRACK



CONTACT

Greg Mayes, **Project Manager**
410-653-4263

PROJECT DETAILS

Completed - 2021
Size - 20,000 SF
Cost - $12.7 Million
Client - Maryland DGS
Role - Architect of Record

MN STUDIOS

PROJECT BRIEF

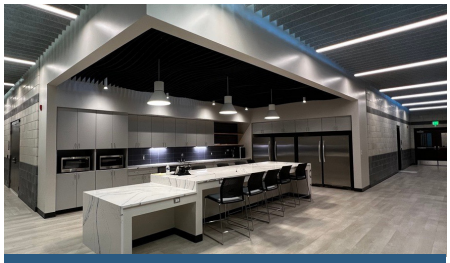
Cumberland Barrack "C" is Maryland State Police's (MSP) newest 20,000 SF facility providing law enforcement services for a large portion of rural Western Maryland. The project replaced an aged facility that was riddled with functional, safety, and building code issues.

The project provides sworn officers with a duty office overseeing the lobby and detainee environment, specifically designed to optimize sightlines and internal security. The lobby offers access to a training room for Troopers, which community members can also share. Additional law enforcement-specific spaces include a PSAP, Command Officers, Interview Rooms, Polygraph Center, Fire Marshal Suite, Investigations, Fitness, Break, and Bunk Facilities.

The Barrack includes a crime scene processing area and pass-through evidence lockers with dedicated evidence storage. The building configuration and fencing provide perimeter security for staff parking areas, directly accessing MSP's first-ever sallyport. The sallyport is strategically located to allow troopers to move detainees into the dedicated processing area and holding cells safely and efficiently. The secure rear lot provides additional access to a new 300' tall communications tower and MSP's fleet maintenance garage center, including a three-bay vehicle maintenance area.

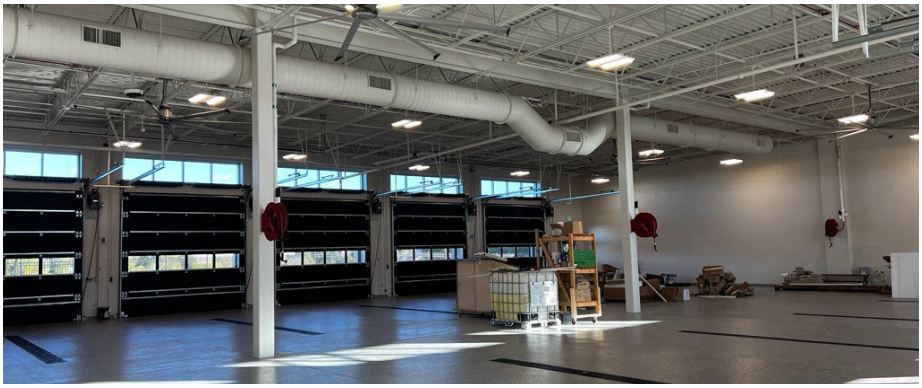
WICOMICO COUNTY PUBLIC SAFETY BUILDING
WICOMICO COUNTY, MARYLAND

DESIGN & CONSTRUCTION OF NEW PUBLIC SAFETY BUILDING



KITCHEN IN-PROGRESS

KITCHEN RENDERING



PROJECT BRIEF

The Wicomico County Public Safety Building is a new two-phase 77,000 GSF public safety headquarters facility located in Salisbury, Maryland. The first phase consists of a new 55,000 GSF headquarters facility for the Wicomico County Sheriff's Office. The second phase will house the County's Department of Emergency Service and contain spaces consistent with Emergency Operations Centers and 911 Call Centers. The design of the project incorporates all of the aforementioned best practices associated with site design and organization. Interior program elements include a dedicated Public Safety Answering Point (PSAP) and separate Police Communications Dispatch Office (PCO). Additional program elements include offices, duty desk, holding cells, evidence storage and processing, vehicle maintenance workshops, communications technology, interview rooms, and meeting spaces.

CONTACT

Mike Lewis, **Sheriff**
410-548-4891

PROJECT DETAILS

Completed - Est. 2024
Size - 78,500 SF
Cost - Est. $33 Million
Client - Wicomico County, MD
Role - Architect of Record

MN STUDIOS

MARYLAND STATE POLICE - BERLIN BARRACK V
WORCESTER COUNTY, MARYLAND

DESIGN & CONSTRUCTION OF NEW BARRACK

CONTACT

Earl Starner, **Lieutenant / Commanding Officer**
410-641-3101 Ext. 6107

PROJECT DETAILS

Completed - Est. 2024
Size - 29,300 SF
Cost - Est. $17.5 Million
Client - Maryland DGS
Role - Architect of Record

MN STUDIOS

PROJECT BRIEF

The Maryland State Police Barrack V - Berlin consists of a 24,850 SF barrack building and a 4,450 SF garage building. The project includes the phased demolition of the existing police barrack and the construction of the two new buildings on the same site. The new design embodies elements common to Maryland State Police Barracks such as the brick arches, while incorporating more modern design elements.

The new building is focused on expanding and updating the barrack's functions. It includes a large, multipurpose, classroom space with the capacity for 36 personnel that can be divided into two spaces when needed, offices and workrooms, a polygraph office, four private bunk spaces, a fitness room, and processing and detainment spaces for both adults and juveniles. At the rear of the building, there are two vehicle bays; one for vehicle exams, and the other a drive-thru sallyport that connects to the processing and detainment area. There is also a K-9 wash area located off of the sallyport. The barrack side also has tactical and evidence storage spaces.

The other half of the building will expand on the department's current in-house capabilities by dedicating half of their barrack building to forensic laboratory functions. The garage building has a vehicle maintenance area three bays wide with adjacent storage for parts, oil, and tires as well as a fourth bay for washing vehicles. The dedicated communications workshop and equipment is also located in the garage building.

ST. MARY'S SHERIFF'S STATION - DISTRICT 4
ST. MARY'S COUNTY, MARYLAND

RENOVATION OF POLICE STATION

CONTACT

Steven Hall, **Captain**
301-475-4200 Ext. 1967

PROJECT DETAILS

Completed - 2020
Size - 5,300 SF
Cost - $3.1 Million
Client - St. Mary's County
Role - Architect of Record

MW STUDIOS

PROJECT BRIEF

The St. Mary's County District 4 Sheriff station is an adaptive reuse of an existing 5,300 SF former EMS station in Lexington Park, Maryland. Understanding the role of community policing, the design team sought to provide the maximum amount of transparency into the station to promote a more welcoming and less intimidating presence, all without compromising personnel safety and operational functionality. The station includes an integrated public safety answering point (PSAP). Large spanning clerestory element and punched openings flood the interior with natural daylight throughout the administrative and lobby spaces below, along with defining the public entrance to provide both a welcoming and intuitive approach. The back of house provides secure spaces for both suspect processing, detainment, along with evidence processing and storage.

The station boasts an energy efficient mechanical system, LED lighting package, natural gas run generator, all elements designed to provide stabilized climate control, while reducing energy consumption and monthly operating cost. Evidence processing is equipped with a dedicated ventilation system to eliminate odors from propagating throughout the station. All glass exposing personnel to risk, is protected with UL level 5 ballistic resistant glazing. The exterior is protected from vehicular assault with planters and crash rated bollards. All elements coupled together produce a building that will provide the Sheriff's Department a space to adapt and serve the community for years to come.

CARROLL COUNTY SHERIFF HEADQUARTERS
CARROLL COUNTY, MARYLAND

MASTER PLANNING & DESIGN OF NEW POLICE HEADQUARTERS

CONTACT
John N Bowers, Jr.
Bureau Chief, Bureau of Construction
Department of Public Works
410-386-2160

PROJECT DETAILS
Completed - Est. 2025
Size - 60,000 SF
Client - Carroll County Department of Public Works
Role - Architect of Record

MW STUDIOS

PROJECT BRIEF

The Carroll County Sheriff's Headquarters is the first major capital project of a new public safety complex for Carroll County, Maryland. MW Studios was responsible for developing a public safety master plan that consisted of a new State's Attorney Office, Sheriff's Headquarters, Detention Center, and Office of Emergency Management. The headquarters, to be constructed in FY24, is a new two-story 60,000 GSF law enforcement facility containing central command offices, patrol, investigations, forensics, community resources, fleet maintenance, and a dedicated Public Safety Answering Point. The site has been designed to accommodate a future 600-space secured structured parking facility that will provide secured parking for public safety personnel assigned to the entire campus.

TIMNATH POLICE STATION
TIMNATH, COLORADO

DESIGN OF NEW POLICE STATION

CONTACT

Terry Jones, **Chief of Police**
970-224-3224
tjones@timnathgov.com

PROJECT DETAILS

Completed - 2022
Size - 29,000 SF
Cost - $12 Million
Client - alm2s Architects
Role - Public Safety Consultant

MW STUDIOS

PROJECT BRIEF

The Town of Timnath, Colorado is experiencing rapid population growth, and needed a new police station to accommodate this growth. In conjunction with ALMS2 Architects, MW Studios provided public safety consulting for all phases of the project. The station contains separate entrances for public and private users. Public areas include a waiting lobby, training room and duty desk as the public/private interface; private areas include administration and police offices, sallyports, detainee and evidence processing, locker rooms and a fitness area.

The design intent of the building character is to create a contemporary expression for the police department, while using classic Colorado materials such as native stone, timber elements and siding that harkens back to the agrarian history of Timnath and the surrounding area.

ANNE ARUNDEL COUNTY NORTHERN DISTRICT POLICE

ANNE ARUNDEL COUNTY, MARYLAND

DESIGN & CONSTRUCTION OF NEW POLICE STATION

CONTACT

Alejandro Anvari, Project Manager
410-222-7556

PROJECT DETAILS

Completed - In Design
Size - 31,000 SF
Client - Anne Arundel County Government
Role - Architect of Record

PROJECT BRIEF

MW Studios was selected to replace the existing facilities of Anne Arundel County PD's Northern District Police Station located in Maryland. This project aims to provide the county with the space they need to operate efficiently and effectively within the Northern District of Anne Arundel County. This new police station shall house Northern District's administrative personnel, patrol operations, DDU, P.A.C.T., secure sex offender appointment station, community room equipped with ample amounts of space for warming nights and various press conferences, as well as a fitness facility equipped with locker and shower rooms for officers and staff. The existing site that Northern District station currently sits within shall be developed to better house both public parking and secure parking within its boundaries. This will allow the station to continue to serve its community for decades to come.

MW STUDIOS

7
References

Acadia Insurance | Westbrook, Maine

References

City of Caribou

Brian P. Lajoie, Fire Chief, FO II Service Director
Caribou Fire & Ambulance Department
121 High Street
Caribou, ME 04736
Phone: (207) 493-4205 / Fax # (207) 493-4222
Email: firechief@cariboumaine.org
Providng professional construction design, specifications, plan, estimated project cost, assisting in obtaining permits, as well as bid procedure documents for construction contractors and construction inspections during renovations. The scope of work includes interior renovations at the Caribou Fire Station at 121 High Street and the Lions Community Services building at 111 High Street.
July 2025 - Estimated completion February 2026

City of Concord

Beth Fenstermacher, Special Projects Director
41 Green Street
Concord, New Hampshire 03301
Phone: (603) 230-3635
Email: benstermacher@concordnh.gov
The Concord, NH Police Station project is a collaboration with Harriman and MWS. The project entails the complete renovation of a 1957 office building and the addition of a wing design to critical facility standards. Ballistic rated material, compartmentalization of spaces for security, site lines for staff, and ease of circulation and flow for occupants are integrated into the design solution.
January 2025 - Estimated completion 2026

State of New Hampshire

Caitlyn Stubbs, Project Manager
New Hampshire Department of Administrative Services
Phone: (603) 271-6660
Email: caitlyn.stubbs@das.nh.gov
Using the State's High Performance Design Standards, as well as 2021 energy codes, the building's design has prioritized sustainability and healthy materials in interior and exterior design decisions. The interior includes several biophilic design elements to allow for a connection to the building's surrounding rural landscape and is a reprieve from the Center's high stress environment. The new facility design is intended to future proof the State of New Hampshire's operations both physically and technologically for years to come.
Spring 2024 - Fall 2025

Androscoggin County Sheriff's Department

Sheriff Eric Samson
(207) 753-2500
esampson@androscoggincountymaine.gov
Harriman was contracted to design a renovation-addition for the Androscoggin County Sheriff's Office in 2024. Following a facility assessment from 2022, the Harriman team began design to renovate a 13,000 SF existing commercial facility and a 21,000 SF addition. A stand-alone 6,300 SF firearms training facility was developed as an alternate development scope item.
February 2024 - Concept Design completed Fall 2024

8
Fee Proposal

Maine Housing Corporate Offices | Augusta, Maine

Fee Proposal and Schedule

Harriman's fee for services and proposed schedule have been provided in a sealed envelope under separate cover.

November 5, 2025

Eric Sanderson esanderson@cariboumaine.org
Economic and Community Development Specialist
City of Caribou
25 High Street
Caribou, Maine 04736

Re: City of Caribou
Caribou Police Station
Caribou, Maine
No. 25258
Proposal

Dear Eric:

We are pleased to submit our fee proposal to the City of Caribou for Engineering and Architectural services as outlined in the City of Caribou's Request for Qualifications (RFQ) relating to site selection and building assessments for the City of Caribou Police Station. It is our understanding that the City wishes to identify suitable sites and structures for the future home of the Police Station.

SCOPE OF WORK
The requested scope of services indicated within the RFQ, Task 1 Site Selection and Task 2 Concept Deisgn and Fit-up, are included in our basic services including architectural and engineering services required and cost estimating. Additionally we have included supplemental services for environmental engineering to identify hazardous materials in the existing structures to be assessed.

Task 1: Site Selection
- Identify available sites and structures
  - Conduct building assessment and evaluations
  - Evaluate existing sites including parking, utilities, required upgrades and potential permits required.
  - Harzardous Materials
    - Option 1: on-site visual assessment to identify suspect harzardous materials for use in developing a Rough Order of Magnutude
    - Option 2: Completion of a Hazardous materials Assessment, including laboratory analysis and cost estimates for removal.
- Provide recommendation

Task 1 Deliverables:
- Facility assessment report for sites with rough order of magnitude

Task 2: Concept Design and Fit-up
- Provide Conceptual designs and preliminary site layouts
- Visual materials for public viewing, including renderings and building plans
- Cost estimate
- Report of findings

Task 2 Deliverables:

- Presentation of plans, reports and visuals during a public meeting

BUDGET
We understand the City's construction budget for this project to be approximately $10 million.

PROJECT SCHEDULE
The schedule below is based on a notice to proceed January 5, 2025.

SCOPE ITEM	WEEKS	Dates
Task 1	**8 TOTAL**	**January 5 -March 6, 2026**
1.1 Project Kickoff, Identify Sites and Structures	2	January 5-16, 2026
1.2 Conduct Site Visits and Facility Assessments	3	January 19-February 6, 2026
1.3 Cost Estimates	3	February 9-27, 2026
1.4 Site Selection Report	3	March 6, 2026
Task 2	**8 TOTAL**	**March 16 -May 11, 2026**
2.1 Conceptual Design and Site Layouts	3	March 16-April 10, 2026
2.2 Rendering and Building Plans	7	March 16- May 4, 2026
2.3 Cost Estimates	3	May 4, 2026
2.4 Report of Findings	3	May 4, 2026
2.5 Presentation at Public Meeting	1	May 11, 2026

FEE
Our proposed fee to complete the services described above is outlined in the table below. We are dedicated to providing our clients with exceptional service and are happy to discuss and align the scope of our work and associated fees with your specific needs. These fees will be subtracted from the total design fees for the project if we are awarded the next phase(s).

Scope of Work	Completed by	Fee
Task 1-Site Selection		
Identify sites and Structures	Harriman	$11,350
Conduct Site Visit and Facility Assessments	Harriman and MW Studios	$34,154
Cost Estimates (Two estimates)	Preferred Construction Management	$9,280
Site Selection Report	Harriman and MW Studios	$7,220
Task 2- Concept Design & Fit-up		
Conceptual designs and site layouts	Harriman and MW Studios	$ 41,300
Renderings and Building Plans for Public	Harriman	$1,110
Cost Estimates (Two Estimates)	Preferred Construction Management	$9,280
Report of Findings	Harriman and MW Studios	$4,600
Presentation During Public Meeting	Harriman	$7,560
Total		**$125,854**

The above fees include design of the architectural and engineering services for Task 1 and Task 2. The following Supplemental Services would be considered an addition to the basic services. A description of the Options for Hazardous Materials is provided in the Scope of Work above.

Supplemental Services (Haley Ward)	Fee
Hazardous Material Option 1	$3,000-$4,000
Hazardous Material Option 2	$7,500-$8,500
Total	**$3,000-$8,500**

Normal reimbursable expenses such as travel mileage, plan and document reproduction, postage, and permits by regulatory agencies will be billed separately and are not included in the lump sum fee. An estimated budget figure of $6,000 should be carried.

The quoted fees are based on our current knowledge of the scope of design work required for this project. If this project becomes more significant in scope than we currently understand, we reserve the right to negotiate a fair increase in fee. An increase from the original scope of work and the respective fee change must be described in writing and accepted prior to the additional work commencing.

We propose to utilize a mutually agreed upon contract for this agreement between the City of Caribou and Harriman such as AIA B101.

Thank you for the opportunity to submit this proposal. If you have any questions or need additional information, do not hesitate to contact us.

Sincerely,
Harriman

Mark D. Lee, AIA, LEED AP
Principal
mlee@harriman.com

Amanda M. Jandreau, PE
Associate, Senior Structural Engineer
ajandreau@harriman.com

Harriman

2025 HOURLY RATES

Principal	$ 285
Senior Associate	210
Associate	190

Architecture & Interior Design

Senior Architect	165
Architect	130
Senior Architectural Designer	120
Senior Interior Designer	120
Architectural Designer/Interior Designer	95

Engineering

Senior Engineer	175
Engineer	150
Senior Engineering Designer	140
Engineering Designer	130

Interdepartmental Services

QA/QC Specialist	120
Project Assistant	90

HOURLY & REIMBURSABLE RATE SCHEDULES

1.) **HOURLY RATES:** The following schedule shall serve as fully burdened hourly rates for staff members assigned to this project. These rates are intended to apply to any pre-authorized work to be completed on an hourly basis. Hourly rates defined below are subject to revision in accordance with the Supplemental Terms and Conditions defined below.

HOURLY RATE SCHEDULE

POSITION	RATE
Senior Principal	$269
Division/Studio Principal	$236
Senior Associate	$168
Project Manager	$155
Project Architect	$155
Project Designer/CADD Operator	$94
Senior Interior Designer	$135
Interior Designer	$94

2.) **REIMBURSABLE RATES:** The following schedule shall serve as an itemized list of common reimbursable items. These rates shall be applied against the reimbursable estimate based on actual costs incurred.

REIMBURSABLE RATE SCHEDULE

COMMON ITEMS	RATE
8.5 x 11 Black & White	$0.15 Each
8.5 x 11 Color	$0.50 Each
12 x 18 Black & White	$0.50 Each
12 x 18 Color	$2.00 Each
24 x 36 Black & White	$2.00 Each
24 x 36 Color	$10.00 Each
Mounted Board – 24 x 36 Black & White	$22.00 Each
Mounted Board – 24 x 36 Color	$32.00 Each
Delivery & Postage	@ Carrier Rates

PCM COMPANY

RATE SHEET

These rates are valid through the end of 2025.

Service Provided	Rate
Cost Estimating Services	$145.00
CPM Scheduling Services	$145.00
Project Support Services	$145.00
Claims Analysis	$175.00

1395 Route 23 South, Unit 7 | Butler, NJ | 07405
94 Auburn Street, Suite 207 | Portland, ME | 04103
125 Townpark Drive, Suite 300 | Kennesaw, GA | 30144
www.pcmcompany.com

Our estimated project fees are based on the following:

- Senior Project Manager III - $230/hour
- Senior Project Scientist - $220/hour
- Asbestos/Lead Inspector - $145/hour
- Asbestos Technician - $125/hour
- Designer/Drafter - $155/hour
- Project Professional - $125/hour
- ACM sample laboratory analysis - $25 per sample
- Lead sample laboratory analysis - $20 per sample

MEMORANDUM

To: Penny Thompson

From: Amanda Jandreau, Mark Lee

Date: 11-12-2025

Project: 25258-Caribou Police Station Site Selection

Subject: Committee Questions with Answers

1) The schedule was based on a notice to proceed of January 5, 2026. If a notice was given earlier (approval by the Caribou City Council is anticipated to be on November 17), could the kickoff, project initiation and space needs assessment process begin earlier?

   Yes, absolutely. If we get a signed contract earlier, we will schedule a kickoff soon after and adjust our schedule accordingly.

2) With regards to the site study process in task one, how many sites does Harriman expect to assess? Will there be a list of minimum site attributes (lot size, building size / construction) before a short list for a site visit and analysis is prepared? The selection committee is asking this question because it is not clear, and therefore we cannot determine if there might be some cost savings to the project if a quantity was attached to this task.

   Yes, there is a minimum list of criteria that can be used to create a short list of sites prior to a site visit and further analysis. We have attached a sample site criteria list, labeled Exhibit A. We have assumed that the sites will likely be locations in Caribou with an existing facility on them. Task one includes a facility assessment of the site and building for up to 5 sites. The evaluation also includes 2 test fits of the building program diagram for each site to determine the ability of the facility to support a police station.

   Our Task One fee for assessments of 2 sites instead of five would be $42,000. A reduction of $20,000. We propose working with you to determine the number of sites that require this level of assessment.

3) With regards to concept development in task two, the selection committee understands the statement, “one option at an existing location and one option for a new location” to mean that there will be an option to renovate an existing building (as requested in the RFP) and an option for new construction. The selection committee is asking for clarification that they are understanding this correctly, and if so, what was the rationale for developing this solution and how much of the budget will be allocated for option two (new construction)?

- **Our process assumes 2 options of a renovation/addition identified from Task One and an option of a new police station with a reduced building size to fit available funds.**

- **This provides an opportunity to compare the efficiency and value of new construction vs renovations. A sample of an evaluation of multiple options is attached, see Exhibit B.**

- **We intend to base the new construction option on the 2025 police station design. We therefore have very little of our fee based on development of the new option. The majority of the budget is allocated to the concept design and site layouts to existing buildings identified from the facility assessments in Task 1.**

- **Having MW Studios as part of the early phase as the public safety consultant will benefit the later phases of the project because the programing will be completed. This will save time and effort during the later phase regardless of the design team. Additionally, as stated in our fee proposal, the fees will be subtracted from the total design fee if we are awarded the next phase and we are happy to discuss our associated fees with your specific needs.**

HARRIMAN

Exhibit A

Comparative Evaluation of Potential Sites

		Selection Criteria	Weighting Factor	Site 1	Weighted Total	Site 2	Weighted Total	Site 3	Weighted Total	Site 4	Weighted Total	Site 5	Weighted Total
		Location: Tax Map & Lot		xxx		xxx		xxx		xxx		xxx	
		Total Parcel Size		35.6 Ac.		25.6 Ac.		80.0 Ac.		43.34 Ac.		89.45 Ac.	
		RANK				3	3	2	2	1	1	4	4
		TOTALS		88	96	99	104	102	109	105	115	96	106
Parcel Structure	1	Parcel Size - Usable acreage - School + Fields	1	4	4	1	1	5	5	5	5	5	5
	2	Parcel Shape - Usable	1	2	2	3	3	3	3	5	5	5	5
	3	Parcel Slope (best from 3%- 8%)	1	1	1	3	3	4	4	5	5	4	4
	4	Expansion Potential	2	3	6	1	2	3	6	5	10	5	10
Soils	5	Good Soils - Lack of Ledge	1	3	3	3	3	3	3	3	3	3	3
	6	Good Drainage	1	1	1	4	4	2	2	4	4	5	5
	7	Few Wetlands	1	1	1	3	3	1	1	4	4	3	3
	8	Environmental(stream, pond, vernal pool)	1	4	4	2	2	4	4	5	5	3	3
	9	Unlikely Prior Site Contamination	1	5	5	4	4	5	5	5	5	5	5
Transportation	10	Avoid 45 MPH Arterial Road	1	5	5	5	5	5	5	5	5	5	5
	11	Vehicle Access (sight line, road conditions)	1	3	3	4	4	5	5	5	5	4	4
	12	Avoid Off-site Traffic Improvements	1	1	1	5	5	4	4	3	3	2	2
	13	Nearby Sidewalks	1	1	1	4	4	2	2	1	1	1	1
	14	Busing Impact	1	5	5	5	5	4	4	3	3	3	3
Utilities	15	Avoid Power lines and Train Tracks	1	5	5	5	5	5	5	4	4	2	2
	16	Proximity to Water Mains	1	5	5	5	5	5	5	5	5	5	5
	17	Proximity to Sewer Mains	1	3	3	5	5	5	5	5	5	3	3
	18	Proximity to 3-Phase Electric Service	1	2	2	5	5	5	5	5	5	5	5
	19	Proximity to Natural Gas Service	1	5	5	5	5	5	5	5	5	5	5
Location	20	Proximity to Population Density	2	5	10	4	8	4	8	5	10	5	10
	21	Proximity to Police	1	4	4	5	5	4	4	2	2	2	2
	22	Proximity to Fire and Medical Services	1	5	5	3	3	5	5	2	2	4	4
	23	Proximity to Community Facilities	1	5	5	5	5	4	4	4	4	3	3
	24	Known NPS - LWCF Grant Impact	1	5	5	5	5	5	5	5	5	5	5
	25	Designated Growth Area (Zoning)	1	5	5	5	5	5	5	5	5	4	4
		TOTALS		88	96	99	104	102	109	105	115	96	106

Exhibit B

KEY BENCHMARKING ELEMENTS: WHAT ARE WE SOLVING FOR?

		Site 1	Site 2	Site 3	NEW	New (opt 1)
PROGRAMMING NEEDS	Separate Gym and Locker Rooms	✓	✓	✓	✓	N/A
	Dedicated Evidence room with adequate storage	✓	✓	✓	✓	✓ Opt 1
	Sally Port with Storage	✓	✓	✓	✓	✓
	Special Services	✓	✓	✓	✓	✓
	K9	✗	✓	✗	✓	✗
	Supports Future Expansion	✓	✓	✓	✓	✓
	Holding Cells	✓	✓	✓	✓	✓
FACILITY NEEDS	Adequate interview space	✓	✓	✓	✓	✓ Opt 1
	Armory	✓	✓	✓	✓	✓
	Provides confidential and secure social worker space	✓	✓	✓	✓	✓
	Adequate mechanical and electrical room space	✓	✓	✓	✓	✓
	Sufficient Parking/Traffic Circulation	✓	✓	✓	✓	✓ Opt 1.2
	Adequate number of offices	✗	✓	✗	✓	✓ Opt 1
	Sufficient number of bathrooms	✓	✓	✓	✓	✓
	Sufficient number of holding cells	✓	✓	✓	✓	✓
	Conference rooms/meeting spaces	✓	✓	✓	✓	✓
	Staff restrooms and break rooms	✓	✓	✓	✓	✓ Opt 1
	Improved heating/cooling/efficiency	✓	✓	✓	N/A New Building	✓
	Adequate custodial workroom and storage	✓	✓	✓	✓	✓
SAFETY & SECURITY	Secure Front Entry (vestibule)	✓	✓	✓	✓	✓
	Separate civilian entrance	✓	✓	✓	✓	✓
	Sufficient Emergency Egress	✓	✓	✓	✓	✓
	Perimeter access control	✓	✓	✓	✓	✓
	Physical Barriers	✓	✓	✓	✓	✓
	Secure office space for admin and office staff	✓	✓	✓	✓	✓

A/B
A.2

Draft Cost Estimate Comparison: A/B-A Replace XX at Site 1

BUILDING	ESTIMATED CONSTRUCTION COST	SOFT COST (ASSUMING 25%)	ESTIMATED SUBTOTAL	LAND PURCHASE ESTIMATED COST ESTIMATED SUBTOTAL	TOTAL OF ALL DEDUCTS***	REDUCED VALUE WITH TAKING ALL ALTERNATES	COMMENTS
				41 Acres* ($12.3M +/-)			
Site 1	$18,387,759	$4,596,940	$22,984,699	$22,984,699	**($3,306,297)**		Full A/C added to base estimate for existing and addition
Site 2	$21,977,781	$5,494,445	$27,472,226	$27,472,226	**($4,097,598.75)**		Assumes new layout($1M+/- add) and full A/C added to base estimate for existing and addition
New	$47,690,136	$11,922,534	$59,612,670	$71,912,670	**($321,575)**		
Site 3	$2,889,705	$722,426	$3,612,131	$3,612,131			
New (Opt1)	$32,250,136	$8,062,534	$40,312,670	$40,312,670	**($11,658,717.50)****		
Subtotal Option A/B-A	**$123,195,517**	**$30,798,879**	**$153,994,396**	**$166,294,396**	**($19,537,666)**	**$146,756,730**	**Previously $147,956,730**

*Site area impact used for estimating is 22+/- acres.

**Included deduct for Option 1.2

***Assumes H- Piles – Geotech needed to determine if rammed aggregate piers can be used instead

Draft Deduct Alternates: New Building (as of 5/16/25)

ALTERNATE NAME	DEDUCT CONSTRUCTION COST	DEDUCT PROJECT TOTAL W/ 25% SOFT COST	COMMENTS
Alternate # 3 – Partial Cooling with traditional system	($119,828)	**($149,785)**	Cooling in admin main office only
Alternate # 4 –PLAM Counter top in lieu of Solid Surface	(137,432)	**($171,790.00)**	Material substitute – Less durable
Subtotal		**($321,575)**	

Draft Deduct Alternates: XX and XX (as of 6/9/25)

ALTERNATE NAME	DEDUCT CONSTRUCTION COST	DEDUCT PROJECT TOTAL W/ 25% SOFT COST	COMMENTS
XXX			
Option 1 - Alternate #1 – Deduct Existing Window Replacement	($174,523)	**($218,153.75)**	Defer window replacement – project could become a future CIP project
Alternate # 2 – Deduct Insulation replacement at existing building	($670,978.8)	**($838,723.50)**	Keeps existing insulation levels in existing building
Alternate # 3 – Deduct PLAM Counter tops in leu of Solid Surface	(15,633.82)	**($19,542.28)**	Material Substitution. Solid Surface is more durable.
Alternate # 4 – Concrete curb ILO Granite	(24,787.54)	**($30,984.43)**	Material Substitution. Granite is more durable.
Alternate #5 – Deduct Full Cooling	(1,759,114)	**($2,198,893)**	**From addition and renovation**
Subtotal		**($3,306,296.96)**	
XXXX			
Option 1 - Alternate #1 – Deduct Existing Window Replacement	($310,646)	**($388,307.50)**	Defer window replacement – project could become a future CIP project
Alternate # 2 – Deduct Insulation replacement at existing building	($1,098,608)	**($1,373,260.00)**	Keeps existing insulation levels in existing building
Alternate # 3 – Deduct PLAM Counter tops in leu of Solid Surface	($20,980)	**($26,225.00)**	Material Substitution. Solid Surface is more durable.
Alternate # 4 – Concrete curb ILO Granite	($18,792)	**($23,490.00)**	Material Substitution. Granite is more durable.
Alternate #5 – Deduct Full Cooling	(1,829,053)	**($2,286,316.25)**	**From addition and renovation**
Subtotal		**($4,097,598.75)**	