



# State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

25 Capitol Street

Concord, New Hampshire 03301

(603) 271-3201 | [Office@das.nh.gov](mailto:Office@das.nh.gov)

# 134

March 25, 2026

**Charles M. Arlinghaus**  
Commissioner

**Catherine A. Keane**  
Deputy Commissioner

**Sheri L. Rockburn**  
Assistant Commissioner

February 19, 2026

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council

State House  
Concord, New Hampshire 03301

## REQUESTED ACTION

1) Authorize the Division of Public Works Design and Construction to enter into an agreement with DLR Group Inc. (VC#495666), 6457 Frances Street, Suite 200 Omaha, NE 68106, for a total price not to exceed \$35,998,790.00, for Design of the New Hampshire Men’s State Prison Replacement Facility Concord 81335-B. This contract is effective upon Governor and Council approval through the completion of construction administration services, estimated to be September 1, 2035, unless extended in accordance with the contract terms. **100% Capital Funds.**

2) Further authorize that a contingency in the amount of \$1,500,000.00 be approved for unanticipated design expenses for the NH Men’s State Prison. **100% Capital Funds.**

3) Further authorize the amount of \$1,500,000.00 be approved for payment to the Department of Administrative Services, Division of Public Works Design and Construction (VC#311152), for project management and engineering services. **100% Capital Funds.**

Funding is available in account title Department of Corrections as follows:

	<u>FY 2026</u>
030-046-42600000-034-500152 HB24 363:18-NHSP-M RPLCMNT	
034-500152 – Men’s State Prison Design	\$ 35,998,790
034-500152 – Contingency	\$ 1,500,000
034-500152 – DPW Fees	<u>\$ 1,500,000</u>
<b>Project Total</b>	<b>\$ 38,998,790</b>

## EXPLANATION

This project will replace the existing New Hampshire Correctional Facility for Men on N State Street in Concord with a new facility. This request is for interest in providing complete architectural and engineering services including all phases of design and construction administration for a 1,500-bed multi-classification maximum to minimum custody correctional facility for men to be located on land owned by the state and adjacent to the NH Correctional Facility for Women off N State Street in Concord NH. This project design shall be based on comprehensive pre-design data currently being developed under a

separate contract. These pre-design deliverables will be made available to the selected design team and include but are not limited to all boundaries, topographical surveys, evaluation of deeds, easements, geological analysis, wetland delineation, utility investigations including water, storm water, sewer, electrical, communications and related work necessary to place a facility of this size; complete functional space program; and a conceptual design layout which have been vetted by the NH Department of Corrections.

Assume all phases of design including Schematic Design, Design Development, Construction Documentation, Bid Support and Construction Administration. Complete services shall be included without exclusion.

Funding for the design of this project has been appropriated per NH RSA 21-H:17 for architectural, engineering, programming, and design and construction documents for a replacement correctional facility of the New Hampshire state prison for men.

Estimated Size: up to 750,000 GSF

Estimated Beds: 1,500 (All levels of classification C-2, C-3, C-4, C-5) There will be no Secure Psychiatric Unit.

In April 2025, the Division of Public Works Design & Construction solicited Registered Engineers, by public announcement in the State, for interest in providing consultant services for design of the New Hampshire Men's State Prison. The following firm submitted a Letter of Interest and Qualifications: DLR Group of Omaha, NE

The consultant firm was evaluated based on their experience with projects of a similar nature. The firm was sent a request for a technical proposal and scheduled for an interview held on May 19, 2025.

The consultant selection process employed by the Department for this project is in accordance with RSAs 21-1:22, 21-1:22-c and 21-1:22-d, all applicable Federal laws and the Department's procedures for "Selection of Engineers, Architects and Surveyors" dated July 28, 2005. The Consultant Selection Committee included representatives from the Division of Public Works Design and Construction and the Department of Corrections.

The agreement has been approved by the Attorney General as to form and execution; and the Department of Administrative Services has certified that the necessary funds are available. Copies of the fully executed agreement are on file at the Secretary of State's Office and the Department of Administrative Services – Division of Public Works Design and Construction.

The Department of Administrative Services has determined that the vendor is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract.

Respectfully submitted,



Charles M. Arlinghaus,  
Commissioner

Interview/Selection date: 19-May-25

**COMMITTEE PROPOSAL RATING FOR  
NEW MEN'S PRISON**

<b>Consultant Name</b>	<b>Comprehension of Assignment</b>	<b>Clarity of Proposal</b>	<b>Capacity to Perform in a Timely Manner</b>	<b>Quality and Experience of PM/Team</b>	<b>Overall Suitability for the Assignment</b>	<b>Total Score</b>	<b>Cumulative Score</b>
<b>DLR Group</b>							<b>125.0</b>
<i>Theodore Kupper</i>	5	5	5	5	5	25	
<i>Michelle Juliano</i>	5	5	5	5	5	25	
<i>Timothy Smith</i>	5	5	5	5	5	25	
<i>Heidi Laramie</i>	5	5	5	5	5	25	
<i>Jonathan Hanson</i>	5	5	5	5	5	25	



THE STATE OF NEW HAMPSHIRE  
DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION

AGREEMENT  
FOR  
NEW HAMPSHIRE MEN'S PRISON REPLACEMENT FACILITY  
CONCORD, NEW HAMPSHIRE  
DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION'S PROJECT NUMBER 81335  
CONTRACT B

DLR GROUP INC.  
6457 FRANCES STREET, SUITE 200  
OMAHA, NE 68106

## **EXHIBIT INDEX**

1. Exhibit 'A': Proposal dated October 16, 2025 from DRL GROUP INC., 4 pages.
2. Exhibit 'B': DLR GROUP INC. Wage Rates, 1 page.
3. Exhibit 'C': Quality Assurance/Quality Control Program dated October 16, 2025, from DLR GROUP INC., 3 pages.

These documents, in the aggregate, constitute the total scope of professional service requirements for this project. If a conflict should occur between any of these documents, the highest or greatest, or most complete scope or standard or task shall take precedence.

**DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION**

**PROJECT NUMBER 81335, CONTRACT B**

**AGREEMENT FOR PROFESSIONAL SERVICES**

**THIS AGREEMENT** made this 19th day of February in the year 2026 between the STATE OF NEW HAMPSHIRE, hereinafter referred to as the STATE, by the COMMISSIONER OF THE DEPARTMENT OF CORRECTIONS, hereinafter referred to as the USING AGENCY, and the COMMISSIONER OF THE DEPARTMENT OF ADMINISTRATIVE SERVICES, hereinafter referred to as the DEPARTMENT, acting under NH RSA chapter 21-I, as amended, and DLR GROUP INC.– 6457 FRANCES STREET, SUITE 200 OMAHA, NE 68106 (Vendor Number 495666), hereinafter referred to as the CONSULTANT, collectively “PARTIES,” witnesses that:

\*WHEREAS, the STATE desires to construct a NEW HAMPSHIRE MEN’S STATE PRISON REPLACEMENT FACILITY CONCORD, CHAPTER 363, LAWS OF 2024, SECTION 363:18.

NOW THEREFORE, in consideration of the undertakings of the parties hereinafter set forth, the DEPARTMENT hereby engages the CONSULTANT, as an independent contractor and not as a STATE agent or employee, to perform the professional services required for the planning, design, and construction of the project including but not limited to feasibility studies, programming, site and building assessments and inspections, construction documents, computerized building simulation, life cycle costing, and on-site observation, as required for the project, in accordance with Exhibits ‘A’, ‘B’ and ‘C’ and the following terms and conditions for payment of a lump sum fee, not-to-exceed 35,998,790 Dollars and 00 Cents (\$35,998,790.00). The CONSULTANT agrees to accept this amount as full compensation for the combined total cost of all work, expenses and profit.

**THE PROFESSIONAL STUDY SHALL CONSIST OF THE FOLLOWING:**

This project will replace the existing New Hampshire Correctional Facility for Men on North State Street in Concord with a new facility. This request is for interest in providing complete architectural and engineering services including all phases and construction administration for a 1,500-bed multi-classification maximum to minimum custody correctional for men to be located on land owned by the state and adjacent to the NH Correctional Facility for Women off North State Street in Concord NH. This project design shall be based on comprehensive pre-design data currently being developed under a separate contract. These pre-design deliverables will be made available to the selected design team and include but are not limited to all boundaries, topographical surveys, evaluation of deeds, easements, geological analysis, wetland delineation, utility investigations including water, storm water, sewer, electrical, communications and related work necessary to place a facility of this size; complete functional space program; and a conceptual design layout which have been vetted by the NH Department of Corrections.

Assume all phases of design including Schematic Design, Design Development, Construction Documentation, Bid Support and Construction Administration. Complete services shall be included without exclusion.

Funding for the design of this project has been appropriated per NH RSA 21-H:17 for architectural, engineering, programming, and design and construction documents for a replacement correctional facility of the New Hampshire state prison for men.

Estimated Size: up to 750,000 GSF

Estimated Beds: 1,500 (All levels of classification C-2, C-3, C-4, C-5)

There will be no Secure Psychiatric Unit.

PART 1 FEE:

1. Payments on the account of the CONSULTANT'S services shall be made on the basis of the statement submitted by the CONSULTANT at the time of the service occurrence on a monthly basis and approved by the DEPARTMENT.
2. Payment will be based upon the
  - A. Direct Labor Rate. The maximum Direct Labor Rate allowed for all labor classifications under this AGREEMENT shall be \$80 per hour for the life of the AGREEMENT.
  - B. Contract Labor Rate. The Contract Labor Rate is the sum of the Direct Labor Rate and the Overhead and Burden.
  - C. Fixed Fee. A Fixed Fee for profit and non-reimbursed costs shall be a negotiated amount based upon the estimated risk to be borne by the CONSULTANT. The maximum Fixed Fee shall be 12% of Contract Labor Rate.
3. Payment will be calculated as follows:  
$$\text{Contract Labor Rate (\$/hr)} + \text{Fixed Fee [12\% maximum] (\$/hr)} = \text{Total Hourly Wage per employee.}$$
4. Payments on the account of the CONSULTANT'S basic services shall be made in proportion to the services performed so that compensation at the completion of each phase shall equal the following percentages of the total basic compensation:

<b>Site Package</b>	
Schematic	\$317,566.00
Design Development	\$423,422.00
Construction Documents	\$740,989.00
Bidding/Negotiations	\$105,856.00
Construction Administration	\$529,277.00
<b>Total Site Package</b>	<b>\$2,117,110.00</b>

<b>Building Package</b>	
Schematic	\$3,597,501.00
Design Development	\$7,562,674.00
Construction Documents	\$12,564,126.00
Bidding/Negotiations	\$519,380.00
Construction Administration	\$9,638,000.00
<b>Total Building Package</b>	<b>\$33,881,681.00</b>
<b>Total Fee</b>	<b>\$35,998,970.00</b>

5. For the CONSULTANT'S additional services in making major revisions in drawings, specifications, and other documents when such revisions in the Construction Documents Phase and/or the Construction Phase are required and are inconsistent with written approval or instructions previously given, and are due to causes beyond the control of the CONSULTANT, as approved by the DEPARTMENT, compensation shall be based on wage rates provided in Exhibit 'B'.
6. Employees not listed on Exhibit 'B' shall be compensated at a multiple of two and one quarter (2.25) times the employee's Direct Personnel Expense.
7. Additional services of professional sub-consultants shall be computed at a multiple of one and one tenth (1.1) times the amount billed to the CONSULTANT for such services.
8. Direct personnel expense of employees engaged on the project includes architects, engineers, and other technical employees in producing drawings, specifications, and other documents pertaining to the project. Such expenses shall include cost of salaries as well as mandatory and customary benefits.
9. All costs as described in the foregoing paragraphs are to be determined by actual records kept during the term of the AGREEMENT which are subject to audit by the STATE and Federal Governments. The final payment and all partial payments made may be adjusted to conform to

this final audit. In no case will any adjustments exceed the total agreed upon not-to-exceed lump sum fee amount. All sub-consultant costs may also be subject to audit by the STATE and Federal Governments.

#### PART 2 ASBESTOS:

1. The CONSULTANT shall have no direct responsibility for the investigation, detection, abatement, replacement or removal of products, materials or processes containing asbestos. If any asbestos is encountered during the design or construction of the project, it shall be the responsibility of the DEPARTMENT to negotiate a fee with the CONSULTANT to provide for the services, or sub-consultant required for the detection, abatement, replacement or removal of the products, materials or processes containing asbestos.

#### PART 3 DESIGN GUIDELINES:

1. The CONSULTANT agrees to follow the provisions of the current DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION'S Design Guidelines, as well as, the DEPARTMENT'S Interior Space Planning Standards, and amendments thereto, or other professional codes or standards applicable to the services to be performed under this AGREEMENT. When a publication (including interim publications) is specified, it refers to the most recent date of issue in effect at the time of execution of this AGREEMENT.

#### PART 4 CONSULTANT'S BASIC SERVICES:

1. The CONSULTANT'S basic services shall consist of the five phases described below or any combination thereof.
  - A. SCHEMATIC DESIGN PHASE: The CONSULTANT shall consult with the DEPARTMENT through the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION to ascertain the requirements of the project and shall confirm such requirements through the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION.
    1. The CONSULTANT shall prepare Schematic Design Studies, consisting of drawings and other documents illustrating the scale and relationship of the project components, together with a semi-detailed estimate of construction costs, submitting three (3) sets of these studies to the DEPARTMENT for authorization to proceed to the next phase by the DEPARTMENT through the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION.
    2. The CONSULTANT shall present the Schematic Design Documents at a review meeting with the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION and the USING AGENCY. The presentation shall contain justification of the concept selected plus a review of options as applicable for the type of project.
  - B. DESIGN DEVELOPMENT PHASE: The CONSULTANT shall prepare, from authorized Schematic Design Studies, the Design Development Documents, consisting of drawings and other documents to fix and describe the size and character of the entire project including architectural, structural, mechanical, electrical, site development and utilities, materials and methods, as required, together with a more detailed estimate of construction costs, submitting three (3) copies of these studies to the DEPARTMENT

for authorization to proceed to the next phase by the DEPARTMENT through the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION.

1. The CONSULTANT and representatives of each of the consultant engineering disciplines required for the project shall present the Design Development Documents at a review meeting with the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION and the USING AGENCY. The presentation shall include justification of selections and impacts of decisions on life cycle costs. The documents shall describe the project sufficiently to allow for thorough evaluation.
  2. As a minimum, the Design Development package shall include:
    - a. Definitive Drawings
      - 1) Site plan
      - 2) Floor plans
      - 3) Elevations
      - 4) Section
      - 5) Systems line drawings
    - b. Narrative building description including all systems and performance criteria.
    - c. Outline specifications including all divisions proposed for final specifications.
    - d. Detailed cost estimate itemized by specification heading.
    - e. Narrative analysis of any disproportionate budget monies assignments, if any, with justifications.
    - f. Documented cost/benefit research of options reviewed by each design team discipline.
- C. CONSTRUCTION DOCUMENTS PHASE: The CONSULTANT shall prepare, from authorized Design Development Documents, working drawings and specifications, setting forth in detail the requirements for the construction of the entire project, in cooperation with the requirements of the Project Architect/Engineer of the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION.
1. Construction documents shall comply with all current applicable Federal, STATE, and local codes, laws, regulations and requirements applicable to the project, including Executive Orders 2004-7 and 2005-4, and State of NH "High Performance Design Standard" regarding energy efficiency of State Government, in effect as of the date of the advertising of the project.
  2. The CONSULTANT hereby agrees that the construction documents shall be produced in 1/8-inch scale or larger, measuring 24 inches by 36 inches with a 1/2-inch border and a binding border of 1-1/2 inches, unless larger sheets are approved by the DEPARTMENT.
  3. The CONSULTANT with the cooperation of the DEPARTMENT shall prepare the technical specifications in the Construction Specifications Institute's format. Specifications shall be on "bond paper", suitable for reproduction. The Drawings which have been completed by a computer aided drafting system shall be presented to the DEPARTMENT in .DXF or the Department's latest release of AutoCad format. Back of the Plan Sheets shall be labeled with its corresponding electronic file name. The Specifications which have been completed by a computerized word processing system shall be presented to the DEPARTMENT in the Department's current release of Microsoft Word format. The formats and file names shall be clearly identified on the compact discs.
  4. The CONSULTANT shall provide an original wet seal(s) on final construction documents.
  5. The CONSULTANT shall advise the DEPARTMENT of any adjustments to previous statements of probable construction costs indicated by changes in

- program or requirements and shall deliver to the DEPARTMENT a detailed construction cost estimate based on all items of the construction documents.
6. The CONSULTANT shall deliver three (3) sets of prints of the working drawings and specifications to the DEPARTMENT for final review and authorization to proceed to the next phase prior to submitting the original construction documents.
  7. The CONSULTANT shall include an affidavit confirming that the construction documents have been reviewed by the CONSULTANT in accordance with the CONSULTANT'S quality assurance/quality control (QA/QC) program provided in Exhibit "C".
  8. BIDDING AND NEGOTIATION PHASE: The CONSULTANT shall assist the DEPARTMENT in preparing the necessary addenda, during the bidding period, and shall assist in negotiations, as required, prior to award of the construction contract.

- D. CONSTRUCTION ADMINISTRATION PHASE: Generally, the CONSULTANT shall function as an advisor to the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION'S Project Architect/Engineer. The CONSULTANT shall, at all times, have access to the work and shall make weekly visits to the site to familiarize itself generally with the progress and quality of the work and to determine, in general, if the work is proceeding in accordance with the Contract documents, and shall require its sub-consultants to visit the site upon its request to inspect the work in progress. The CONSULTANT shall, to the best of its ability, notify the DEPARTMENT as to defects and deficiencies in the work of the Contractor. The DEPARTMENT reserves the right to require the CONSULTANT to make visits to the site, more frequently or less frequently than weekly, as ordered by Project Architect/Engineer of the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION.
1. After each visit, the CONSULTANT shall promptly submit a written report of its findings (ex. meeting minutes), and/or those of its sub-consultants, to the DEPARTMENT, listing all its observations, decisions and interpretations of the Contract documents and work progress, made during on-site visits.
  2. Based upon such observations at the site, and on the Contractor's Requisition for Payment, the CONSULTANT shall determine the appropriateness of line-item costs submitted and shall advise the DEPARTMENT prior to the processing of the Partial Payment Estimate.
  3. The CONSULTANT shall conduct timely review and approval of shop drawings, samples and other submissions of the Contractor only for conformance to the design concept of the project and for compliance with the information given in the Contract documents. These shall be forwarded to the DEPARTMENT for final approval.
  4. The CONSULTANT shall record and distribute minutes of all project meetings and shall advise the DIVISION's Project Architect/Engineer relative to construction disputes.
  5. The CONSULTANT shall also issue Architect's Supplemental Instructions, as required, to clarify and interpret the Contract Documents and submit finish color selections for USING AGENCY'S approval.
  6. The CONSULTANT shall prepare and compile Requests for Proposal for Change/Alteration Orders. The CONSULTANT shall review Contractor's Change Estimates and advise the DIVISION's Project Architect/Engineer relative to the accuracy and acceptability of the Change Estimates.
  7. The CONSULTANT shall conduct the inspections to assist the DEPARTMENT in determining the dates of Substantial and Final Completion and shall receive and review written guarantees and related documents assembled by the Contractor.

8. The CONSULTANT shall assist in the preparation of the Substantial Completion Certificates, compiling punch lists of work in need of correction.

PART 5 DATE OF COMPLETION:

1. The CONSULTANT hereby agrees to process the services required by this AGREEMENT expeditiously to the completion of the Construction Documents Phase of the assigned project and to deliver these documents to the DEPARTMENT on or before September 1, 2035.

PART 6 THE DEPARTMENT'S RESPONSIBILITIES:

1. The DEPARTMENT will provide the CONSULTANT with all pertinent information, to a reasonable extent, regarding the DEPARTMENT'S and the USING AGENCY'S requirements for the project.
2. The DEPARTMENT will review project documents for consistency with DEPARTMENT standards. The DEPARTMENT'S review is to ensure project requirements are met, there are no negative impacts to USING AGENCY operations, and the design is in the STATE'S best interest. The DEPARTMENT'S review shall not be considered part of the CONSULTANT'S QA/QC program.
3. The DEPARTMENT hereby designates the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION as its representative, authorized to act in its behalf with respect to the project. The Project Architect/Engineer of the DIVISION of PUBLIC WORKS DESIGN & CONSTRUCTION will examine the documents submitted by the CONSULTANT and will render decisions pertaining thereto promptly in order to avoid delay in the progress of the CONSULTANT'S work.
4. The DEPARTMENT will administer all details in connection with obtaining bids or negotiating proposals, awarding and preparing contracts, preparing partial estimates and other contract administrative work required for the project.
5. The DEPARTMENT will provide for field inspection of the work.
6. The DEPARTMENT may extend the completion date stipulated in this AGREEMENT when satisfactory evidence is presented by the CONSULTANT that such extension is warranted.

PART 7 TERMINATION OF AGREEMENT:

1. The DEPARTMENT may at any time, and for any cause, including, but not limited to, the failure of appropriation of funds for these purposes, after the execution of this AGREEMENT, abandon or suspend for an indefinite time the prosecution of the work required by this AGREEMENT or any part thereof. Upon notification in writing of such abandonment or suspension, this AGREEMENT shall be terminated or modified as the case may require. In such event, the CONSULTANT shall, in addition to any installment or fee payable prior to such abandonment or suspension, be entitled to fair compensation for any uncompensated work in progress, satisfactorily performed prior to such abandonment or suspension, and all documents finished or unfinished shall become the property of the STATE as official records and documents of public concern and information.
2. The CONSULTANT, for just cause, may terminate this agreement by notifying the DEPARTMENT in writing thirty (30) days prior to such termination.

PART 8 EXTENT OF AGREEMENT:

1. This AGREEMENT, including all Exhibits, is the entire AGREEMENT and understanding of the parties and supersedes all prior understandings. This AGREEMENT shall be construed according to the laws of the STATE. The scope of work in this AGREEMENT shall not be modified in any way without prior approval of the Governor and Council.

#### PART 9 CONTINGENT NATURE OF AGREEMENT:

1. Notwithstanding anything in this AGREEMENT to the contrary, all obligations of the STATE, including, without limitation, the continuance of payments, are contingent upon the availability and continued appropriation of funds, and in no event shall the STATE be liable for any payments in excess of such available appropriated funds. In the event of a reduction or termination of those funds, the STATE shall have the right to terminate this AGREEMENT.

#### PART 10 CLAIMS AND INDEMNIFICATION:

1. NON-PROFESSIONAL LIABILITY INDEMNIFICATION: The CONSULTANT agrees to defend, indemnify and hold harmless the STATE and all of its officers, agents and employees from and against any and all claims, liabilities or suits arising from (or which may be claimed to arise from) any (i) acts or omissions of the CONSULTANT or its sub-consultants in the performance of this AGREEMENT allegedly resulting in property damage or bodily injury and/or (ii) misconduct or wrongdoing of the CONSULTANT or its sub-consultants in the performance of this AGREEMENT.
2. PROFESSIONAL LIABILITY INDEMNIFICATION: The CONSULTANT agrees to defend, indemnify and hold harmless the STATE and all of its officers, agents and employees from and against any and all claims, liabilities or suits arising from (or which may be claimed to arise from) any negligent acts or omissions of the CONSULTANT or its sub-consultants in the performance of professional services covered by this AGREEMENT.
3. These covenants shall survive the termination of the AGREEMENT. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the STATE, which immunity is hereby reserved by the STATE.

#### PART 11 INSURANCE:

1. It is agreed that, in accordance with NH RSA chapter 281, as amended, the CONSULTANT shall purchase and keep in effect, until the date that final payment has been approved on the project that is subject to this AGREEMENT, workers' compensation insurance, and require its sub-consultants to do likewise. The CONSULTANT shall furnish the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with certificates showing that this insurance has been purchased.
2. Further agreed that, in accordance with NH RSA 21-I:80, II, as amended, the CONSULTANT shall purchase and keep in effect, until the date that final payment has been approved on the project that is subject to this AGREEMENT, professional liability insurance (errors and omissions) providing protection to the STATE for the CONSULTANT'S acts and omissions. Such professional liability insurance shall be in the minimum amount of \$2,000,000 in the aggregate. No retention (deductible) shall be more than \$75,000 per claim. The CONSULTANT shall furnish the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with certificates showing that this insurance has been purchased.
3. Further agreed that, the CONSULTANT shall purchase and keep in effect, until the date that final payment has been approved on the project that is subject to this AGREEMENT,

commercial or comprehensive general liability insurance including contractual coverage, for all claims of bodily injury, death or property damage, in policy amounts of not less than \$250,000 per occurrence and \$2,000,000 in the aggregate (STATE, its agencies, and its agents and employees to be named as additional insureds). The CONSULTANT shall furnish the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with certificates showing that this insurance has been purchased.

4. Further agreed, the CONSULTANT shall purchase and keep in effect, until the date that final payment has been approved on the project that is subject to this AGREEMENT, commercial and personal automobile liability insurance covering motor vehicles, including owned, hired, borrowed, and non-owned vehicles. Such insurance shall be in the minimum amount of \$500,000 combined single limit for bodily injury and property damages. The CONSULTANT shall furnish the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with certificates showing that this insurance has been purchased.
5. All of the insurance policies required by this AGREEMENT shall require the insurer to provide the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with thirty (30) days' prior written notice before an insurance policy is cancelled or modified, or ten (10) days' prior written notice in the event of non-payment of premium.
6. The certificates shall evidence the required coverage, retention (deductible) and cancellation clause. The CONSULTANT shall have a continuing duty to provide the DIVISION OF PUBLIC WORKS DESIGN & CONSTRUCTION with new certificates of insurance as the policies are amended or renewed. Failure to comply with the insurance requirements of this AGREEMENT may result in a delay in processing requisitions, stopping work on the project, or other consequences.

#### PART 12 GENERAL PROVISIONS:

1. Severability Clause: If any provision of this AGREEMENT is declared to be invalid, the remainder of the AGREEMENT will be deemed valid and enforceable.
2. Applicable Law: This AGREEMENT is governed by, and shall be construed in accordance with, New Hampshire law.
3. Ownership of Documents: All data, plans, drawings, tracings, estimates, specifications, proposals, sketches, diagrams, calculations, reports or other documents collected, prepared or undertaken either manually or electronically by the CONSULTANT under the provisions of this AGREEMENT, immediately shall become the property of the DEPARTMENT and, when completed, shall bear the CONSULTANT'S endorsement. The CONSULTANT shall surrender to the DEPARTMENT, upon demand at any time, or submit to its inspection any data, plan, drawing, tracing, estimate, specification, proposal, sketch, diagram, calculation, report or document that shall have been collected, prepared or undertaken by the CONSULTANT pursuant to this AGREEMENT, or shall have been hitherto furnished to the CONSULTANT by the DEPARTMENT. The CONSULTANT shall have the right, with the written approval of the DEPARTMENT, to use any of the data prepared by it and hitherto delivered to the DEPARTMENT at any later stage of the project contemplated by this AGREEMENT. Reuse of any of these documents by the STATE, without written permission of the CONSULTANT, shall be at the STATE'S risk.

DLR GROUP:

DATED: 2.27.26



Digitally signed by Andrew M. Cupples, FAIA, DBIA  
DN: c=US,  
Email=acupples@dlrgroup.com, O=DLR  
Group, OU=Justice + Civic,  
CN=Andrew M. Cupples, FAIA, DBIA  
Date: 2026.02.25 08:18:05-08'00'

BY: \_\_\_\_\_

Andrew M. Cupples, FAIA, DBIA

(PLEASE PRINT NAME)

acupples@dlrgroup.com

(EMAIL ADDRESS)

THE STATE OF NEW HAMPSHIRE  
DEPARTMENT OF ADMINISTRATIVE SERVICES:

DATED: 3-2-24



BY: \_\_\_\_\_

Charles M. Arlinghaus  
Commissioner

ATTORNEY GENERAL:

This is to certify that the above Agreement has been reviewed by this office and is approved as to form and execution.

DATED: 3/3/2026



BY: \_\_\_\_\_

SECRETARY OF STATE:

This is to certify that the Governor and Council approved this Agreement/amendment on \_\_\_\_\_.

DATED: \_\_\_\_\_

BY: \_\_\_\_\_

Secretary of State

Michelle L. Juliano, P.E.

11/14/25

**DLR GROUP**

LAVALLEE BRENSINGER ARCHITECTS

**NH Men's Prison**

16 October 2025

**TO: TD Smith, Architect**  
Project Manager IV  
New Hampshire Department of Administrative Services  
Division of Public Works, Design and Construction  
7 Hazen Drive, Suite 250,  
Concord, NH 03301  
[t.d.smith@das.nh.gov](mailto:t.d.smith@das.nh.gov)

New Contract  
10/29/2025  
81335R Contract B  
Dated: 16 October 2025  
Value: \$35,998,790.00  
Separate Design Contingency: \$1,500,000.00

*T.D. Smith*  
TD Smith  
2025.10.29 08:15:46  
-04'00'

**FROM: Pete Obarowski, Principal and PM**  
DLR Group  
701 8<sup>th</sup> St NW, Suite 700  
Washington, DC 20001  
[pobarowski@dlrgroup.com](mailto:pobarowski@dlrgroup.com)  
Ph: 703-409-1262

**RE: NH MEN'S PRISON - Letter of Proposal For full A/E Services**

Dear TD,

We are excited that DAS and DOC have selected DLR Group and Lavallee Brensinger Architects PLLC (DLR / LBA) design team for the Design and Construction phases of the new NH Men's Correctional Facility Replacement in Concord, NH. Please consider the following as our written Scope and Fee Proposal for this project. We believe you will find its terms to be consistent with our previous communications regarding this project.

**Project Understanding**

The Pre-Design phase of the project was based on several tasks each of which focus in further detail on the various aspects of the conceptual design-for the new facility as well as overall site masterplanning. Pre-Design Tasks included conceptual and pre-schematic level design services including: high level operational review of the existing prison operations; space and facility space needs assessment and programming; alternatives analysis of building/siting options; conceptual level building floor plans and layout; extensive site survey(s), review and investigation (including the existing adjacent City of Concord property) for the whole 400+ acre campus; evaluation and identification of site requirements and site plan (site survey, geotechnical, Phase 1 environmental, water, geology, quarries, existing firing range, etc); conceptual level total project cost estimates including hard and soft project costs; and assisting the DAS and DOC with developing and executing a successful legislative approval document for the project. Future professional services may include final design development, construction documents and construction phase services.

The Design and Construction phases of the project which is the focus of this proposal is comprised of the confirmation and execution of the project vision from completion of Pre-Design Phase through Construction Administration including post occupancy services. The Design and Construction phases will continue from the Pre-Design efforts to verify and confirm the building program and budget, carry the selected master site plan design from schematic/conceptual development through to Construction Documentation Phase. The project will be issued for contractor bids and DLR/LBA will assist the State with Construction Administration Phase services.

**Background**

DOC is planning on the replacement of their outmoded 1878 and 1980's expanded existing prison with a new facility on an adjacent site. The new facility will require cost confirmation based on planning, programming and conceptual siting and basis of design for a normalized and rehabilitative facility.

**Our Team**

We appreciate the opportunity to continue our work with DAS and DOC through the architectural and engineering design and construction phases of NHCFCM-R. As presented, our team combines national and local expertise specifically to the project. The design team understands the complexities of correctional projects as well as specific local knowledge of both the site and building construction typologies. DLR brings national expertise, LBA the local and building specialty (corrections, justice, medical, etc) experience, and VHB brings a wealth of knowledge regarding the specific site for the project. The rest of our consulting team also specializes in local building knowledge and experience. We work closely together to present and provide a holistic project plan from design through construction administration.

**Site and Context****Project Approach**

1: Project Scoping – Kick off Meeting: Meet with key project stakeholders to discuss, among other items:

1. Develop the initial project understanding and scope
2. Establish lines of communications
3. Formulate Project Success Factors
4. Review and confirm the Design Vision
5. Develop Meeting and Milestone schedules through the beginning of construction
6. Management of the Total Project Cost, including Construction Costs and project Soft Costs

2: Schematic Design and Program Validation (2-3 months)

1. Review and confirm programming from Pre-Design phase
2. Verify cost estimates and project costs and budgets
3. Review SD development from Pre-Design phase
4. Confirm site plan and site planning (facilitating the issue of early site package)
5. Confirm housing classifications and configurations
6. Review and analyze costs and cost estimate

3: Early Site Package (6 months, concurrent with other phases)

1. Confirm scheduling of early site package deliverable with State and project schedule
2. Verify final site surveys for project location
3. Confirm land swap arrangements (if necessary)
4. Confirm easements and/or utility moves and adequacy (if necessary)
5. Develop submissions for all permitting agencies for review and approval (permit review costs not included in the base fee)
6. Develop and issue site package for bidding by contractors
7. Review and analyze costs and cost estimate

4: Design Development (7 months) Concurrent with the Early Site Package

Once the Schematic Design package and cost estimate are approved by the State, the project moves into the next phase of design, including the following steps.

1. Project Schedule and Budget refinement
2. Bi-weekly meetings with the State to review design progress and refinement
3. Other, program specific meetings with stakeholders and user groups as required to develop the design.
4. Refinement of design option including detailed 3D design renderings and virtual walkthroughs
5. A minimum of 3-4 coordination meetings with Mechanical and Electrical engineers to define equipment, systems, controls, etc.

**NH Men's Prison**

- 6. Preparation of the Design Development package for State review and approval
- 7. Project cost estimating and reconciliation
- 8. Develop an assisted FF&E design

**5: Construction Documents (10 months)**

Once the Design Development package and cost estimate are approved by the State, the project design will move into the Construction Document Phase, including these steps:

- 1. Bi-weekly Team meetings with the State throughout this phase.
- 2. Finalizing of the design and technical documents.
- 3. 75-80% Cost estimate update
- 4. Final review of 75-80% cost estimate and construction documents by the State.
- 5. Incorporate the State's review comments to the construction documents and participate in cost estimate reconciliation as required.
- 6. The building design and site development documents are completed and fully, 100% Construction Documents delivered to the State for final approval, competitive bidding, and General Contractor procurement.

**6: Project Bidding (3-6 months)**

DLR/LBA will assist the State with issuing the Construction Document package, addressing bidder questions, issuance of bid clarification documentation as required and reviewing bids received.

**7: Construction Administration (48-60 months)**

Once a General Contractor is selected by the State, the design team will assist in construction administration, attend weekly construction meetings, review and approval of shop drawings and submittals, responding to Request for Information, issue field reports and clarification documents as required, and assist the State with close-out, commissioning, training and building occupation.

**8: Post Occupancy Support (1 year +)**

Once corrections operations and functions begin, we will assist in answering questions, addressing concerns, and generally providing support for a smooth transition to daily operations. As is customary with all our projects, this assistance continues after project opening with a 6 month review, 12 month review and a 23 month review.

**SCHEDULE**

**Project Schedule**

**Months**

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 56 57 58 59 60

Schematic Design Validation

Design Development

Early Site Package

Construction Documents

Procurement

Construction Administration

Transillon/Activation

**NH Men's Prison****ARCHITECTURAL/ENGINEERING FEES – BASIC SERVICES**

DLR Group, Lavallee Brensinger Architects, and our subconsultant fees for the Basic Services outlined above shall be the fixed fee of \$35,998,790. The fees will be invoiced on a monthly basis as a percentage or completion. Allowances, contingencies and/or additional services have been listed below for consideration by DAS/DOC, if required.

Breakdown of fee is as follows:

• DLR Group Architecture	\$15,099,150
• Lavallee Brensinger Architects	\$ 6,223,640
• VHB / SW Cole (Civil/Landscape)	\$ 1,855,000
• Ellana (Cost Estimating) / DLR Budgeting	\$ 500,000
• Yeaton/Dubois King (MEP Engineering) / DLR MEP Engineering	\$ 7,500,000
• FBRA (Structural Engineering) / DLR Structural Engineering	\$ 2,174,000
• Halliday (Food Services)	\$ 162,000
• R&N (Security)	\$ 2,485,000

**TOTAL** **\$35,998,790**

**ADDITIONAL and OPTIONAL SERVICES, CONTINGENCIES AND ALLOWANCES**

These design services will be provided upon request and with approval from the Owner (and could be covered by costs in allowances and/or contingencies):

- Geotechnical (additional, if required)
- Land Swap / Easements (primarily surveys w/o Legal costs)
- Development Permits (wetlands, etc.)
- ~~Movable FF&E (detention areas in base)~~
- Transition Assistance
- Off-site Mitigation Costs (trans, signals, etc.)
- Full-time On-Site CA Representation
- Commissioning (MEP, ES, and Envelope)

Please let us know if you have any questions.

Sincerely,



Pete Obarowski, AIA, DBIA  
Principal  
DLR Group of DC, P.C.

Encl: N/A  
cc: Andy Cupples, Rob Fisch, DLR Group  
Robert Robicsek, Lavallee Brensinger Architects

**Robert Fisch, AICP, LEED AP**  
Principal, DLR Group | **Principal in Charge**

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Rob commits his energy and critical thinking to projects that have a positive impact on individuals, the public, and society as a whole. He helps clients define their needs and envision buildings and campuses that further their mission through improved staff work environments, positive experiences for building users, and more effective operations and service delivery. He is an entrepreneurial planning leader with a career focus on master planning, programming, project visioning, conceptual design, and design management for the development of large-scale justice and other public facilities.

Rob is a strategic thinker who applies analytical planning methods for unique project requirements, and is seasoned in working within the complex environment of inter-agency client and user groups. He works directly with elected officials, judges, and sheriffs, and is skilled in facilitating consensus regarding owner, user and legislator priorities.

**Select Experience**

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Rethinking the Allegheny County Jail, Pittsburgh, PA**  
Decreased reliance on incarceration by exploring ways to repurpose the current jail to accommodate a smaller inmate population

**NYC Borough-Based Jails Program Manhattan Facility, New York, NY**  
New detention facilities focused on providing essential services while facilitating programs and services that aid those detained

**Erie County Jail Master Plan, Buffalo, NY**  
The first step intended to establish current and future capacity requirements, and alternatives with cost estimates to meet those 3 requirements at either of the existing facilities or a new facility

**Travis County Corrections Master Plan, Austin, TX\***  
Assessment and re-conception of current facilities at Travis County's 2600-bed Del Valle campus

**Philadelphia Corrections Master Plan, Philadelphia, PA\***  
Led a multi-disciplinary team to help the City of Philadelphia re-imagine their corrections campus to reflect a rapidly declining incarceration rate and de-commissioning of obsolete and inhumane facilities

**Maine Correctional Institution, Maximum-Security Unit; South Warren, ME\***

**North Dakota Inmate Population Study; Bismarck, ND\***

**Dutchess County Correctional Facility; Poughkeepsie, NY\***

*\*completed with prior association*

**Education**

**Bachelor of Arts—Environmental Design**  
State University of New York at Buffalo

**Registration, Accreditations & Affiliations**

American Institute of Certified Planners  
LEED Accredited Professional  
National Association of Courts Management  
American Planning Association  
U.S. Green Building Council

**Pete Obarowski, AIA, DBIA**  
Principal, DLR Group | Project Manager

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Pete is an architect educated and experienced in architecture and building construction sciences. His broad skills in the design and construction processes help him accomplish a wide variety of project delivery types. He is experienced with technical and conceptual aspects of planning all aspects of a facility.

He also has extensive experience working as a full-time, on-site construction administrator, coordinating with design teams, owners and contractors. With this diverse background, he focuses his expertise into the complete management and production of a building project: from concept and contract initiation to post-occupancy evaluations, as well as all aspects in between.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Escambia County Correctional Facility Design Criteria/Bridging, Pensacola, FL**  
new construction | 305,680 SF | 1,476 beds

**Pickaway Correctional Institution Master Plan and Design, Orient, OH**  
new construction | 800,000 SF | 3,300 beds

**Thunder Bay Correctional Complex, Thunder Bay, Ontario, Canada**  
new construction | 376,787 SF | 380 beds

**Newfoundland & Labrador Adult Correctional Facility Replacement, St. John's, Canada**  
Replacement of Her Majesty's Penitentiary ("HMP"), a male adult correctional facility

**Fresno County West Annex Jail, Fresno, CA**  
new construction | 182,000 SF | 300 beds

**St. Charles County DOC Assessment, St. Charles, MO**  
200,000 SF | 650 beds

**Mira Loma Detention Center Master Plan, Lancaster, CA**  
expansion | 356,400 SF | 1,604 beds

**Fresno County West Annex Jail, Fresno, CA**  
new construction | 182,000 SF | 300 beds

**Tulare County Jail Sequoia Field, Visalia, CA**  
new construction | 50,000 SF | 288 beds

**Los Angeles County Campus Kilpatrick, Malibu, CA**  
new construction | 65,000 SF | 120 beds

**Middlesex County Detention Center Master Plan, New Brunswick, NJ**  
370,000 SF | 988 beds

**Northampton County New Detention Center Master Plan, Easton, PA**  
268,000 SF | 960 beds

### Education

**Master of Architecture**  
University of Florida

**Master of Building Construction**  
University of Florida

### Registration, Accreditations & Affiliations

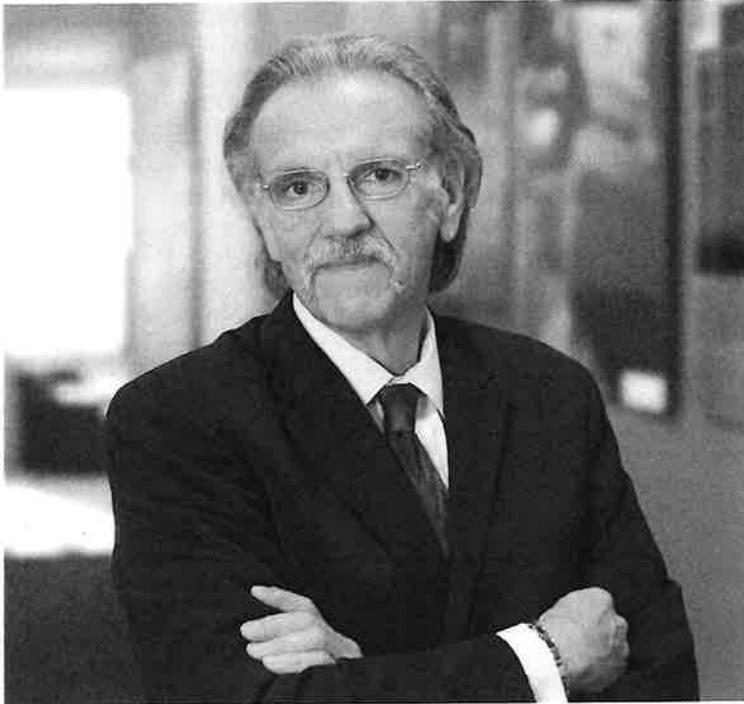
Registered Architect: NY #041718 + 11 additional states  
NCARB #43580

American Institute of Architects  
American Correctional Association  
American Jail Association  
Design-Build Institute of America

# Andrew Cupples, FAIA, DBIA

Senior Principal, DLR Group | **Design Principal**

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With more than 49 years of award-winning experience in the planning, design, and construction of criminal justice facilities, Andy is one of the most respected justice facility architects in the United States, recognized nationally and internationally for the design and planning of correctional, detention, and court facilities. His progressive experience in the design and construction of justice facilities includes alternative delivery methods such as design-build and design-assist environments.

Andy brings unparalleled passion for justice and correctional design with a particular focus on meeting the State's operational goals that truly deliver on the promise to "elevate the human experience through design." His ability to assist clients in communicating their vision, desires and performance/prescriptive criteria in design-build criteria/bridging documents is informed by his participation as design principal and architect-of record on numerous design-build delivery projects.

## Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Escambia County Correctional Facility Design Criteria/Bridging, Pensacola, FL**  
new construction | 305,680 SF | 1,476 beds

**Thunder Bay Correctional Complex, Thunder Bay, Ontario, Canada**  
new construction | 376,787 SF | 380 beds

**Pickaway Correctional Institution Master Plan and Design, Orient, OH**  
new construction | 800,000 SF | 3,300 beds

**Montana DOC Montana State Prison Housing Replacement, Deer Lodge, MT**  
new construction | 1,300 beds

**Newfoundland & Labrador Adult Correctional Facility Replacement, St. John's, Canada**  
Replacement of Her Majesty's Penitentiary ("HMP"), a male adult correctional facility

**New Central Prison, Muscat, Oman\***  
new construction | 3,000 beds

**Montana State Prison, Deer Lodge MT\***  
Housing replacement + miscellaneous upgrades | 1,400 beds

**South Woods State Prison, Bridgeton, NJ\***  
1.35 million | 3,300 beds

**Muhlenberg Correctional Facility, Central City, KY\***  
site adaptation expansion | 1,750 beds

**Folsom State Prison, Folsom, CA\***  
new construction | 3,300 beds

**Clinton Correctional Facility, Dannemora, NY\***  
new construction | 3,400 beds

**South Woods Multiple Facility Complex, Hillsborough Township, NJ\***  
new construction | 3,080 beds

*\*completed with prior association*

## Education

**Bachelor of Architecture**  
Pennsylvania State University

## Registration, Accreditations & Affiliations

Registered Architect: NH #3361 + 16 additional states  
NCARB #30826

American Correctional Association  
American Institute of Architects  
American Jail Association  
Design-Build Institute of America  
International Corrections and Prisons Association

# Scott R. Frakes

DLR Group | Ops/Staffing Advisor



With over 40 years of corrections operational expertise, Scott has built a distinguished career that includes serving as Superintendent of Washington State's two major prisons before advancing to Deputy Director of Prisons in 2012. After retiring from the Washington Department of Corrections in 2015, he was appointed Director for the Nebraska Department of Correctional Services, a cabinet position reporting directly to the Governor, where he served until October 2022.

In his role, Scott provides strategic input on integrating facility design with operational practices to ensure effective, safe, and secure outcomes. Scott facilitates dialogue exploring innovative approaches to correctional operations and works collaboratively with agency experts to identify solutions that complement modern facility design. His extensive leadership experience at multiple levels of corrections administration gives him unique insight into creating environments that balance security requirements with rehabilitative goals.

## Select Experience

### **New Hampshire State Corrections New Men's Correctional, Concord, NH**

Complete site evaluation and pre-design effort for a new men's correctional facility

### **Montana DOC Montana State Prison Housing Replacement, Deer Lodge, MT** new construction | 1,300 beds

### **WADOC Coyote Ridge Corrections Center, Connell, WA**

Scott represented the State of Washington and the Department of Corrections (WADOC) as the owner/operator during the design and construction of \$240 million, 2,040-bed medium-custody men's facility. This 2,048-bed stand-alone facility in proximity to an existing 600-bed minimum-custody facility was the first prison constructed in the State using the design-build approach. The 600,000 SF project was completed in three years and under budget. CRCC was the first prison campus (21 buildings) to receive LEED Gold Certification.

### **NDCS Reception and Treatment Center, Lincoln, NE**

Scott represented the State of Nebraska and Department of Correctional Services (NDCS) in the lead role on the design team (owner/operator) of a \$150 million, 3-phase project to consolidate, remodel, and expand two prisons into a single 1350-bed facility. Project scope included in-patient healthcare and high acuity residential mental health beds, family visiting, and programming spaces. Phase 3 of the project will add 32 geriatric beds and 64 beds for cognitively impaired individuals.

### **NDCS Community Corrections Center, Lincoln, NE**

Scott represented NDCS in the lead role on the design team (owner/operator) of a \$26 million remodel and expansion of a community work release center. Project scope included replacing medical services, remodeling the men's housing unit and expanding programming space, and a 160-bed co-located facility.

### **WADOC Stafford Creek Corrections Center, Aberdeen, WA**

Scott served as the agency security expert on the design team for a new 1,936-bed medium-custody, men's prison. Selected for the role based on experience in custody staffing models, security technology, security operations, and serving as the Chief of Security at three different facilities.

## Education

**Bachelor of Liberal Arts**  
The Evergreen State College

## Registration, Accreditations & Affiliations

Correctional Leaders Association (CLA),  
Treasurer Correctional Leaders Association,  
Chair  
Hope Reform, Board Member, Treasurer  
American Correctional Association  
Clements Award Recipient  
Prison Fellowship Warden Exchange,  
Senior Fellow

**Marayca Lopez, PhD, LLB**  
Principal, DLR Group | **Programmer**



Marayca is a Justice+Civic planning leader with over 19 years of experience. She is responsible for programming and planning detention and correctional facilities, support spaces, public safety centers, and civic facilities. Marayca's areas of expertise include the development of system-wide needs assessments; policy and statistics and data analysis; population forecasting; design of alternatives; organization/cultural assessments; existing buildings functional and operational assessments; evidence-based design principles; and strategic planning and programming of Justice+Civic facilities, transition, and activation services.

Marayca works with stakeholders early in the design process to define needs and specific operational functions. Her process explores these individually, first to make sure that all user needs are being met, and then holistically to understand working relationships, interdependencies and opportunities to increase operational and staff effectiveness.

**Select Experience**

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Rethinking the Allegheny County Jail, Pittsburgh, PA**  
Decreased reliance on incarceration by exploring ways to repurpose the current jail to accommodate a smaller inmate population

**Pickaway Correctional Institution Master Plan and Design, Orient, OH**  
new construction | 800,000 SF | 3,300 beds

**Puerto Rico Department of Corrections and Rehabilitation Optimization Assessment and Master Plan, San Juan, Puerto Rico**  
master plan | 33 campuses | 12,500 beds

**United States Virgin Islands Bureau of Corrections, Alva A. Swan Correctional Annex Criteria Documents, St. Thomas, USVI**  
new construction | 120,000 SF | 216 beds

**South Dakota DOC Statewide Master Plan, Statewide, SD**  
new construction | 8 facilities | 1,372 beds

**Montana DOC Montana State Prison Housing Replacement, Deer Lodge, MT**  
new construction | 1,300 beds

**Baltimore Therapeutic Center, Baltimore, MD\***  
1,464 beds

**City of Philadelphia Prison System Master Plan and Assessment, Philadelphia, PA\***  
1,280 beds

**North Dakota Heart River Correctional Center, Mandan, ND**  
new construction | 184,144 SF | 304 beds

**Dallas County Juvenile Facility Conditions Assessment and Master Plan, Dallas, TX**  
565,000 SF (across 7 campuses)

**Alaska Dept. of Corrections Operational Performance Audit, AK\***

*\*completed with prior association*

**Education**

**PhD, Penal Law—Criminal Justice**  
**Master of Arts—Criminology and Sentencing Implementation**  
Autonomous University of Barcelona

**Master of Arts—Criminal Justice**  
Rutgers University

**Bachelor of Arts—Law**  
Pompeu Fabra University, Barcelona

**Registration, Accreditations & Affiliations**

American Correctional and Jail Associations  
International Observatory of Juvenile Justice  
International Corrections and Prison Association  
European and American Societies of Criminology

**Brandon Yi**, AIA, LEED GA  
Senior Associate, DLR Group | **Project Designer**

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As an architect in DLR Group's Justice+Civic studio, Brandon designs adult correctional facilities that envision a more hopeful future. His distinctive approach merges deep expertise in rehabilitative environments with justice design principles, creating spaces that foster dignity, healing, and positive change. Understanding that environment shapes behavior and outlook, he thoughtfully integrates security requirements with design elements that support rehabilitation – from calming color palettes and natural light to spaces that encourage positive interaction and skill development.

His work reflects a steadfast belief in architecture's power to uplift and transform lives, supporting incarcerated individuals as they work toward positive futures. Through careful attention to both human experience and technical requirements, Brandon creates facilities that stand as beacons of hope and catalysts for change in the adult correctional system.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Thunder Bay Correctional Complex, Thunder Bay, Ontario, Canada**  
new construction | 376,787 SF | 380 beds

**NYC Borough-Based Jails Program Manhattan Facility, New York, NY**  
New detention facility focused on providing essential services while facilitating programs and services that aid those detained

**Newfoundland & Labrador Adult Correctional Facility Replacement, St. John's, Canada**  
Replacement of Her Majesty's Penitentiary ("HMP"), a male adult correctional facility

**Kings County Jail Phase III, Hanford, CA**  
addition | 33,500 SF

**San Diego County Youth Transition Campus, San Diego, CA**  
new construction | 140,000 SF | 168 beds

**Metropolitan Government of Nashville and Davidson County Youth Empowerment Center, Nashville, TN**  
new construction | 287,000 SF

**Orange County Youth Transition Center, Orange, CA**  
new construction | 88,000 SF

**Puerto Rico Department of Corrections and Rehabilitation Optimization Assessment and Master Plan, San Juan, Puerto Rico**  
master plan | 33 campuses | 12,500 beds

### Education

**Master of Architecture**  
University of California, Los Angeles

### Registration, Accreditations, Affiliations

Registered Architect: AZ  
LEED Green Associate

**Jose Jordan,** RID, IIDA  
Principal, DLR Group | Interior Design

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Jose's creativity and positive energy infuse every engagement workshop and design meeting with a passion that elevates the experience of collaborative, integrated design. Jose's depth of knowledge in space planning, phasing, and cost-effective solutions embrace a transformational vision that makes a complex project run smoothly, from design concepts to furniture layouts, FF&E, and finish selections. His wealth of experience working with public institutions ensures his ability to work with your standards and maximize the design impact for the budget. His experience with hospitality and workplace projects informs his design sensibilities and enables him to introduce best practices from those experiences into his civic work. Jose is highly regarded for his ability to translate organizational cultures into compelling and efficient environments that reflect the values of his clients.

As the Interior Designer, Jose will manage the local Product Library and disseminate information on new materials/industry standards. In this way, he will activate spaces to engage the users' experience through spatial relationships, interaction of built-in furniture, and selection of finishes.

### Select Experience

**Bledsoe County Correctional Facility,  
Pikeville, TN**

The design delivers an efficient and safe corrections environment to manage inmate populations while separating security classification levels. The facility is a 459,117 SF prison consisting of 23 buildings and five housing units, with individual buildings for administration, security, visitation, infirmary, cafeteria, and work programs. It houses 1,444 bed medium and maximum security beds and an adjacent, standalone 300 bed minimum security facility on 51 acres.

**Jackson County Detention Center,  
Kansas City, MO**

new construction | 400,000 SF | 1,256-beds

**Seminole County John E. Polk Correctional  
Facility, Sanford, FL**

expansion | 124,000 SF | 432 beds

**JBLM Joint Regional Corrections Facility,  
Joint Base Lewis-McChord, WA**

new construction | 87,620 SF | 150 beds

**United States Virgin Islands Bureau of  
Corrections, Alva A. Swan Correctional  
Annex Criteria Documents, St. Thomas, USVI**

new construction | 120,000 SF | 216-bed

**St. Charles County DOC Assessment,  
St. Charles, MO**

200,000 SF | 650 beds

**Rockwall County Jail Addition, Rockwall, TX**

expansion | 85,000 SF | 400 beds

**Metropolitan Government of Nashville and  
Davidson County Youth Empowerment  
Center, Nashville, TN**

new construction | 287,000 SF

### Education

**Master of Architecture**  
University of Florida

**Bachelor of Science—Interior Design**  
Florida State University

### Registration, Accreditations & Affiliations

Interior Designer, FL #ID6520  
NCIDQ #31622

International Interior Design Association

# Carmine DeBlasi, RA

Principal, Lavallee|Brensinger Architects | Architecture QA/QC/CA

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From project start to finish, the role of Technical Leader is to ensure each project is guided by experienced technical oversight and a deliberate Quality Control process. Carmine's responsibilities include: Document review during each phase of project development for technical accuracy, conformance with Owner's building standards, and constructability; determination of applicable codes and regulations and related analysis; ADA and 521 CMR accessibility evaluation; participation in meetings with regulatory authorities; material research and specifications; and team consultations regarding technical details.

## Select Experience

**Tobey Building Historic Renovation and Restoration, State House Dome Restoration, Interior Space Renovation**  
State of New Hampshire

**New Police Headquarters**  
City of Dover

**Police Department & Fire Department Master Plan Study**  
City of Lebanon

**Police Headquarters / Municipal Complex Feasibility Study**  
City of Lowell

**City Hall North Façade Replacement and Police Department Renovation**  
City of Portsmouth

**Police Headquarters Study**  
City of Springfield

**Assembly Square Five Middlesex Office Renovation**

**Public Safety Space Needs & Facility Study**  
Town of Belmont

**Municipal Facilities Planning and Design**  
Town of Lee

**Public Safety Facility Study and Master Plan**  
Town of Wolfeboro

**New Library; Office Renovation**  
Kingston Community Library

**Addition and Renovations**  
Langdon Public Library

**New Library**  
Wadleigh Public Library

## Education

**Bachelor of Architecture**  
Wentworth Institute of Technology

**Associate of Architectural Engineering**  
Wentworth Institute of Technology

## Registration, Accreditations & Affiliations

Registered Architect: NH, ME, MA  
NCARB Certified

**Mark Kirby, PE, BCxP, LEED AP**  
Principal, DLR Group | MEP Advisor + QA/QC



Mark is a senior mechanical engineer with decades of experience managing the mechanical, plumbing, fire protection, electrical, and information technology components of design. With every project, he strives to understand how systems and processes impact the built environment, and works to create solutions that allow clients to deliver their core business vision without external hurdles. A LEED certified professional, Mark is a strong proponent of environmentally responsible design. He has served as the engineer of record for multiple LEED certified projects, including the first certified project in Florida.

Mark specializes in the planning and design of public facilities including courts, corrections facilities, juvenile justice campuses, public safety centers, and public libraries to provide unique solutions for state, county, and local agencies. With over 60 projects and over \$1billion of construction in his portfolio, Mark is a recognized leader in the design of justice facilities.

### Select Experience

**Escambia County Correctional Facility Design Criteria/Bridging, Pensacola, FL**  
new construction | 305,680 SF | 1,476 beds

**Puerto Rico Department of Corrections and Rehabilitation Optimization Assessment and Master Plan, San Juan, Puerto Rico**  
master plan | 33 campuses | 12,500 beds

**Metropolitan Government of Nashville and Davidson County Youth Empowerment Center, Nashville, TN**  
new construction | 287,000 SF

**United States Virgin Islands Bureau of Corrections, Alva A. Swan Correctional Annex Criteria Documents, St. Thomas, USVI**  
new construction | 120,000 SF | 216 beds

**Rockwall County Jail Addition, Rockwall, TX**  
expansion | 85,000 SF | 400 beds

**Sarpy County Correctional Center, Papillion, NE**  
new construction | 150,489 SF | 364 beds

**Kansas Department of Corrections Lansing Correctional Facility Reconstruction, Lansing, KS**  
new construction | 400,544 SF | 2,432 beds

**Lucas County Correctional Treatment Center, Toledo, OH**  
addition | 45,000 SF | 48 beds

**State of Oklahoma Office of Juvenile Affairs New Generation Facility Master Plan, Tecumseh, OK**  
master plan | 160,400 SF | 144 beds

**St. Charles County DOC Assessment, St. Charles, MO**  
200,000 SF | 650 beds

### Education

**Bachelor of Science—Mechanical Engineering**  
The University of Texas at Austin

### Registration, Accreditations, Affiliations

Professional Engineer: AL, FL, GA, MS, NC, SC, TN, Virgin Islands  
LEED Accredited Professional  
Certified Level 1 Thermographer ANST  
Building Commissioning Professional  
Certification

American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)  
U.S. Green Building Council

**Eric K. Gerade, PE, LEED AP**  
vhb | Lead Civil/Site Engineer

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Eric currently leads the Land Development Group in VHB's Bedford, New Hampshire office and serves as VHB's Institutional Market Lead for New Hampshire. Eric brings a strong background in land development, civil engineering, and design permitting, including proven experience with site plans, hydrology studies, sanitary sewer design, and stormwater management plans. He also serves as the Institutional Market Lead for the New Hampshire office.

#### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**

Complete site evaluation and pre-design effort for a new men's correctional facility

**City of Concord, Memorial Field Master Plan, Concord, NH**

Master plan design services for Memorial Field, a 36-acre municipal athletic field complex

**Terrill Park Field Turf Design and Engineering Services, Concord, NH**

New turf athletic field and parking area, as well as site plans and project components include grading design and integration of stormwater management design

**Dartmouth Hitchcock Medical Center Expansion, Lebanon, NH**

Integrated services, including conceptual design, design development, local and state permitting, a traffic study,

construction documentation, and construction phase services for patient tower expansion

**Exeter Hospital, Site Civil Engineering and Traffic Support, Exeter, NH**

Support master planning with preliminary site assessment of the zoning and site constraints, truck loading areas, and vehicular and pedestrian facilities

#### Education

**Bachelor of Science—Civil Engineering**  
University of Massachusetts, Amherst

#### Registration, Accreditations, Affiliations

Professional Engineer: NH, MA  
LEED Accredited Professional  
U.S. Green Building Council

**Dale E. Doller,** AIA, LEED AP BD+C  
Lavallee|Brensinger Architects | **C2 Housing, Support Facilities**

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Dale is among Lavallee Brensinger's most experienced Project Architects. During his 30 years with the firm, he has designed a number of complex and prestigious projects across all sectors, with significant experience in Public Safety projects. His attention to detail, strong communication skills, and disciplined management of tasks and budget allow him to continually deliver successful projects.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**State House Dome Restoration, Interior Space Renovation**  
State of New Hampshire

**New Combined Police and Fire Department Facility**  
Town of Wells

**Public Safety Facility Study and Master Plan**  
Town of Wolfeboro

**New Police Headquarters and Parking Garage**  
City of Dover

**Public Safety Facilities Police and Fire**  
Town of Exeter

**Police Department and Fire Department Master Plan Study**  
City of Lebanon

**Municipal Facilities Planning and Design**  
Town of Lee

**Municipal Complex including Police and Fire**  
Town of Bedford

**Public Safety Study for Police and Fire**  
Town of Lincoln

**Public Safety Complex**  
Town of Merrimack

**West Side Fire Station**  
City of Keene

**Town Facilities Study and Conditions Report**  
Town of Kennebunk

**New Terminal Building, Rental Car Facility, Renovation Projects**  
Manchester-Boston Regional Airport

**City Hall North Façade Replacement and Police Department Master Plan**  
City of Portsmouth

### Education

**Bachelor of Architecture**  
Kansas State University

### Registration, Accreditations & Affiliations

Registered Architect: NH #01168  
LEED Accredited Professional BD+C  
American Institute of Architects - Former Chapter President  
Northeast Sustainable Energy Association  
Construction Specifications Institute  
U.S. Green Building Council

## Desirea Falt, AIA, EDAC, LEED AP

Lavallee|Brensinger Architects | **Medical/Mental Health Specialist**

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Desirea is a skilled architect with over 20 years of experience in the world of architectural design. Her knowledge spans over a broad range of project types, and her diverse skills make her a crucial member of any team. Desirea is highly regarded for her ability to translate early-stage client concepts into well-informed design decisions.

Desirea ensures that she meets client needs with her designs. She is always certain to incorporate accurate and critical desires into her project plans.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Cheshire Medical Center, Keene, NH**  
Master Plan, Utilization Analysis, Surgical Services Feasibility Study

**Concord Hospital, Concord, NH**  
Utilization Analysis, Pharmacy, Ambulatory Healthcare Building, Orthopedic Surgery Center, Eye Surgery Center

**Dartmouth Health, Lebanon, NH**  
Lebanon Outpatient Surgery Center Feasibility Study, Inpatient Renovations

**Huggins Memorial Hospital, Wolfeboro, NH**  
Primary Care

**North Country Hospital, Berlin, NH**  
Inpatient Expansion, Cardiology Renovations

**Northeastern Vermont Regional Hospital, St Johnsbury, VT**  
Master Plan, ED Expansion

**Rutland Regional Medical Center, Rutland, VT**  
Utilization Analysis, Medical Office Building, Foley Cancer Center Renovation

**Valley Regional Healthcare, Claremont, NH**  
Utilization Analysis, Master Plan

**Boston Children's Hospital, Boston, MA**  
Pulmonary, Dental Suite

**Brattleboro Memorial Hospital, Brattleboro, VT**  
Orthopedic Renovation, Surgical and Medical Office Building, Richards Building Medical Practice Renovation, ED Psych Holding

### Education

**Bachelor of Architecture**  
University of Idaho

**Associate of Architecture**  
Truckee Meadows Community College

### Registration, Accreditations, Affiliations

Registered Architect: CA  
Evidence-Based Design Accreditation and Certification (EDAC) Certification  
LEED Accredited Professional  
American Institute of Architects  
The Center for Health Design  
U.S. Green Building Council

# Michael Caffrey, AIA

Associate, DLR Group | Assistant Project Manager + Designer: C3, C4, C5 & Special Housing

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Michael brings over 28 years of expertise in public and federal facilities, specializing in state-of-the-art designs that elevate industry standards. His comprehensive experience spans planning, design development, documentation, and construction administration across complex facilities with varying needs.

With proven success in design-build, design-bid-build, and public-private partnership projects, Michael excels in security enhancement design. As assistant project manager and designer for C3, C4, C5 & Special Housing, he'll coordinate design document development while managing regulatory approvals and specifications. Michael's exceptional attention to detail and focused work ethic make him ideally suited for this role.

## Select Experience

**Pickaway Correctional Institution Master Plan and Design, Orient, OH**  
new construction | 800,000 SF | 3,300 beds

**Alabama DOC Elmore County Specialized Men's Prison, Elmore, AL**  
new construction | 885,034 SF | 3,984 beds

**Escambia County Correctional Facility Design Criteria/Bridging, Pensacola, FL**  
new construction | 305,680 SF | 1,476 beds

**Thunder Bay Correctional Complex, Thunder Bay, Ontario, Canada**  
new construction | 376,787 SF | 380 beds

**NYC Borough-Based Jails Program Manhattan Facility, New York, NY**  
New detention facility focused on providing essential services while facilitating programs and services that aid those detained

**Tulare County Jail Sequoia Field, Visalia, CA**  
new construction | 50,000 SF | 288 beds

**Fresno County West Annex Jail, Fresno, CA**  
new construction | 182,000 SF | 300 beds

**St. Charles County DOC Assessment, St. Charles, MO**  
200,000 SF | 650 beds

**Los Angeles County Campus Kilpatrick, Malibu, CA**  
new construction | 65,000 SF | 120 beds

**San Diego County Youth Transition Campus, San Diego, CA**  
new construction | 140,000 SF | 168 beds

**DC DGS Ward 8 Community-Based Short Term Family Housing, Washington, D.C.**  
new construction | 36,000 SF | 50 beds

## Education

**Bachelor of Architecture**  
**Associate of Arts—Civil Engineering**  
Kansas State University

## Registration, Accreditations & Affiliations

Registered Architect: VA #0401014377  
American Institute of Architects

## Andre Voss, AIA, LEED AP

Senior Associate, DLR Group | Assistant Project Manager + Designer: Admin/Programs/Services

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Andre has been practicing architecture for over 25 years, which is a field he is very passionate about. Throughout his career, he has had the privilege of working on a variety of projects that have been both challenging and rewarding. He has an incredibly detail-oriented and highly focused work ethic that allows him to take the extra step needed to produce a successful implementation. Andre creates the link between vision and actuality by fluidly converting given ideas into visual realities that allow clients and constituents to bring their visions to life.

Andre is actively involved in the AIA promoting thought leadership and new approaches to incorporating people with lived experience in the field of justice architecture.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**NYC Borough-Based Jails Program Manhattan Facility, New York, NY**  
New detention facility focused on providing essential services while facilitating programs and services that aid those detained

**Newfoundland & Labrador Adult Correctional Facility Replacement, St. John's, Canada**  
Replacement of Her Majesty's Penitentiary ("HMP"), a male adult correctional facility

**State of New Jersey Juvenile Facilities, 3 locations, NJ**  
Space and operational programming in collaboration with JJC, establishing the overall philosophy and vision for the new secure campus care facilities

**Montana DOC Montana State Prison Housing Replacement, Deer Lodge, MT**  
new construction | 1,300 beds

**North Dakota Heart River Correctional Center, Mandan, ND**  
new construction | 184,144 SF | 304 beds

**Thunder Bay Correctional Complex, Thunder Bay, Ontario, Canada**  
new construction | 376,787 SF | 380 beds

**Travis County Corrections Master Plan, Austin, TX\***  
Assessment and re-conception of current facilities at Travis County's 2,600-bed Del Valle campus

*\*completed with prior association*

### Education

**Master of Architecture**  
Fachhochschule Luebeck University

### Registration, Accreditations & Affiliations

Registered Architect: NY #039979  
LEED Accredited Professional  
American Institute of Architects  
Design-Build Institute of America  
U.S. Green Building Council

## Kenneth G. Marshall, PE

Associate Principal, Foley Buhl Roberts & Associates, Inc. | **Lead Structural Engineer - Support Facilities**

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Kenneth he has been with the firm for over 26 years and brings more than 31 years of structural engineering design experience to the FBRA team.

As the Principal-in-Charge, Kenneth will lead the FBRA Team and be closely involved, providing comprehensive oversight and guidance throughout the New Men's Correctional Facility project. In addition, Kenneth will schedule and monitor FBRA's efforts to ensure that all project goals and requirements are addressed and completed on time.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
Complete site evaluation and pre-design effort for a new men's correctional facility

**Superior Court North Renovations and Additions, Manchester, NH**  
Hillsborough County

**Lincoln Police Station New Facility, Lincoln, NH**  
City of Lincoln

**Manchester District Courthouse Renovations, Manchester, NH**  
New Hampshire Judicial Branch

**Manchester Fire Department Calef Road Fire Station No. 9, Manchester, NH**  
City of Manchester

**Manchester Municipal Complex Police Headquarters and DPW Administration Building, Manchester, NH**  
City of Manchester

**Milford Police Headquarters New Facility, Milford, NH**  
City of Milford

**New Hampshire State Police, Field Operations Bureau Troop C Renovation, Keene, NH**  
State of New Hampshire

**New Hampshire Turnpike Authority, Administration Building, Hooksett, NH**  
New Hampshire Department of Transportation

**New Hampshire Veterans Home, Multi-Purpose and Emergency Operations Center, Tilton, NH**  
State of New Hampshire

**Newbury Fire Station New Facility, Newbury, NH**  
Town of Newbury Fire & Rescue Department

### Education

**Bachelor of Science—Civil Engineering**  
University of New Hampshire

### Registration, Accreditations & Affiliations

Professional Engineer: NH #9063, MA, VT  
American Institute of Steel Construction  
National Council of Examiners for Engineering and Surveying  
Structural Engineers of New Hampshire  
TBPA

## Steven J. Belanger, PE

Senior Engineer, Foley Buhl Roberts & Associates, Inc. | **Structural Designer - Support Facilities**

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Steven has been with the firm for over 25 years and brings more than 35 years of structural engineering design experience to the FBRA team.

As the Project Manager, Steven will be responsible for the day-to-day technical design, structural engineering, and production of the work related to the New Men's Correctional Facility project. Steven will also supervise additional FBRA engineering and drafting staff during the design (utilizing Revit) and construction phases, and he will be responsible for in-house quality control throughout the project's duration.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**

Complete site evaluation and pre-design effort for a new men's correctional facility

**New Hampshire State Prison Guard Tower 1 and Sallyport Reconstruction, Concord, NH**

State of New Hampshire

**New Hampshire State Prison South Prison Yard Wall Reconstruction, Concord, NH**

State of New Hampshire

**Dover Fire & Rescue Headquarters Liberty North End Fire Station, Dover, NH**

City of Dover

**Dover Police Headquarters, Dover, NH**

Town of Dover

**Hinsdale Police Headquarters, Hinsdale, NH**

Town of Hinsdale

**Lincoln Police Station, Lincoln, NH**  
New Facility

**Cohas Brook Fire Station No. 8 and Calef Road Fire Station No. 9, Manchester, NH**

City of Manchester Fire Department

**Merrimack County Superior Courthouse, New Facility, Concord, NH**

Merrimack County

**Marine Patrol Headquarters, Gilford, NH**

New Hampshire State Police

**Newbury Fire Station, Newbury, NH**

Town of Newbury Fire & Rescue Department

**Newbury Police Station, Renovations and Addition, Newbury, NH**

Town of Newbury Police Department

### Education

**Associate of Science—Architectural Engineering Technology**

New Hampshire Technology Institute

**Associate of Science—Civil Engineering Technology**

University of Massachusetts Lowell

### Registration, Accreditations & Affiliations

Professional Engineer: MA #56565

American Institute of Steel Construction

## Mark J. Verostick, PE

vhb | Senior Project Engineer



Mark is a Senior Project Engineer with VHB's Land Development Group. A Professional Engineer registered in New Hampshire and Massachusetts, he has civil engineering experience in commercial, residential, and institutional land development design, permitting, construction support and surveying for projects that involve local, state, and federal permitting; site and roadway design including stormwater management; site layout; and utility design. Mark is currently leading VHB's on-call contract with the NHDAS.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**

New Hampshire Department of Corrections

**Concord Steam Tunnel Phase 2, Concord, NH**

New Hampshire (NH) Department of Administrative Services

**NHDOT Building Demolition, Concord, NH**

NH Department of Administrative Services

**Storrs Street Garage Demo, Concord, NH**

NH Department of Administrative Services

**Fort Stark Conceptual Site Design, Concord, NH**

NH Department of Administrative Services

### Education

**Bachelor of Science—Civil Engineering**

University of Massachusetts, Lowell

### Registration, Accreditations & Affiliations

Professional Engineer: NH, MA

## Chris Nielsen, PE

R&N Systems Design | Security Systems/Low Voltage Engineer



Chris has extensive experience with integrating security systems for corrections, detention, and other secure facilities. He has an intricate knowledge of computer, electrical, low voltage security, communication and fire alarm system design. Chris combines best practices with cutting edge card access, IP camera, detention hardware, and PLC locking control systems into his designs.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**

New Hampshire Department of Corrections

**New Medium-Security Housing Plan for HCCC, KCCC, MCCC, Hilo, HI**

State of Hawaii Public Safety Department

**South County Detention Facility, Porterville, CA**

Tulare County

**Bledsoe County Correctional Complex, Pikeville, TN**

Bledsoe County

**NDCS Reception and Treatment Center Phase 1, Lincoln, NE**

Nebraska Department of Correctional Services

**Ohio Pickaway Correctional Institution Expansion, Orient, OH**

Ohio Department of Rehabilitation and Correction

### Education

**Bachelor of Electrical Engineering, Minor in Mathematics**

Christian Brothers University

**Associate of Business Administration**

Northwest Mississippi Community College

### Registration, Accreditations & Affiliations

Professional Engineer: NY #101811 + 13 additional states

National Society of Professional Engineers  
Building Industry Consulting Service International  
Institute of Electrical and Electronics Engineers

## Ryan Nealley, PE, MSME, CEM

Mechanical Department Manager, DuBois & King | **Lead Project Engineer**



Mr. Nealley brings 20 years of HVAC and plumbing design experience. As a Mechanical Department Manager, Ryan has extensive experience in providing mechanical design services for academic, commercial, industrial, manufacturing, military, federal government, housing, and senior living facilities. He has direct involvement with all project phasing, including conceptual analysis, HVAC/plumbing evaluations, design, project management, cost estimating, QA/QC review, and construction phase administration services.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
New Hampshire Department of Corrections

**Environmental Protection Division Operations Building Boiler Replacement; Manchester, NH**  
City of Manchester

**Police Department HVAC Replacement; Nashua, NH**  
City of Nashua

**Walker Building Cooling Tower Replacement and DDC Upgrade; Concord, NH**  
New Hampshire Department of Administrative Services

**Thompson School Neighborhood Feasibility Study; Durham, NH**  
University of New Hampshire Durham

### Education

**Masters of Science—Mechanical Engineering**  
University of New Haven

**Bachelor of Science—Mechanical Engineering**  
Worcester Polytechnic Institute

### Registration, Accreditations & Affiliations

Professional Engineer: NH #14881, MA, ME, CT  
Construction Engineering Management

## Steven Dumas, PE, CxA, BCxP, LEED AP

DuBois & King | **Senior Mechanical Engineer**



Mr. Dumas is a mechanical engineer with 41 years of experience in project management, design, and construction administration services for projects ranging from conceptual design studies and facility evaluations, to complex multidisciplinary design packages for multi-million dollar projects. Steve provides commissioning services to a wide variety of clients and facilities primarily focusing on HVAC and specialty ventilation systems and beginning with Owner Project Requirements (OPR) development and through post-occupancy operational verification.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
New Hampshire Department of Corrections

**Courthouse HVAC Upgrades; Brentwood, NH**  
Rockingham County

**Health and Human Services and DES Facility Mechanical Replacements; Concord, NH**  
New Hampshire Department of Administrative Services

**New Hampshire DOT Addition; Lancaster, NH**  
New Hampshire Department of Transportation

**NH Hospital HVAC Upgrades; Concord, NH**  
New Hampshire Department of Health and Human Services

### Education

**Masters of Science—Mechanical Engineering**  
Rensselaer Polytechnic Institute

**Bachelor of Science—Mechanical Engineering**  
University of Vermont

### Registration, Accreditations & Affiliations

Professional Engineer: NH #16216, VT, CT, ME, NM, NY  
NCEES #18-348-64  
LEED Accredited Professional  
Certified Commissioning Authority  
Building Commissioning Professional  
U.S. Green Building Council

## Alan Gould, PE

Vice President, DuBois & King | **Senior Electrical Engineer**



Mr. Gould has 34 years of electrical engineering experience performing and supervising the design of electrical systems for a variety of applications, including commercial, industrial, and institutional clients. He owned and operated a mid-sized electrical contracting firm for ten years, managing up to 20 employees. Alan has performed LEED design from Silver through Platinum along with dozens of PV solar designs from 5kVA to 2 MW throughout Vermont, New York, and Massachusetts. His experience includes commercial electrical design and installation, utility infrastructure design and installation, residential, healthcare, institutional, and industrial electrical installations.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
New Hampshire Department of Corrections

**Northwestern State Correctional Facility; St. Albans, VT**  
Vermont Department of Buildings & General Services

**Burke Border Patrol Station; Malone, NY**  
General Services Administration

**Mahady Superior Courthouse Fire Alarm; Middlebury, VT**  
Vermont Department of Buildings & General Services

**Costello Courthouse, Cherry Street; Burlington, VT**  
Judiciary of Vermont

**US DHS Office Renovation, 64 Gricebrook Rd; St. Albans, VT**  
General Services Administration

### Education

**Bachelor of Science—Civil Engineering**  
University of Vermont

### Registration, Accreditations & Affiliations

Professional Engineer: NH #14844, VT, ME, NC, NM  
NCEES #14-864-75

## Henry Chin, RA

Ellana Construction Consultants | **Senior Cost Estimator**



Henry has more than 30 years of experience in architectural design and construction cost estimating, specializing in conceptual project budgeting and detailed cost estimating at various stages of design and construction. Henry has a unique combination of estimating knowledge and sensitivity to architectural design and costs.

### Select Experience

**New Hampshire State Corrections New Men's Correctional, Concord, NH**  
New Hampshire Department of Corrections

**Rikers Island New Admissions Facility, Queens, New York, NY**  
New York City Department of Correction

**Rikers Island Emergency Renovations, Queens, New York, NY**  
New York City Department of Correction

**New York City Jail Master Plan, Various, NY**  
New York City Department of Correction

**Horizon Juvenile Center Renovation and Expansion, New York, NY**  
New York City Department of Correction

**Bedford Hills Correctional Facility Building 126, Bedford Hills, NY**  
New York State Office of General Services

### Education

**Bachelor of Science—Architecture**  
New York Institute of Technology

### Registration, Accreditations & Affiliations

Registered Architect: NY #022933



**State of New Hampshire**  
**OFFICE OF PROFESSIONAL LICENSURE AND CERTIFICATION**

**Board of Architects**

Pursuant to RSA 310:8, I - this is to certify that

**DLR GROUP INC**

is licensed to practice as a(n)

**Architect COA**

**LICENSE NO. 00359**

**EXPIRATION DATE: 12/31/2027**

Always verify licenses online at <https://forms.nh.gov/licenseverification/>



**State of New Hampshire**  
**OFFICE OF PROFESSIONAL LICENSURE AND CERTIFICATION**

**Board of Professional Engineers**

Pursuant to RSA 310:8, I - this is to certify that

**DLR GROUP INC**

is licensed to practice as a(n)

**Engineer COA**

**LICENSE NO. 01152**

**EXPIRATION DATE: 12/31/2027**

Always verify licenses online at <https://forms.nh.gov/licenseverification/>

**DLR GROUP RATES AND OH**

Description	Base	Overhead @ 2.2293	Plus 10% Profit	Hourly Rate	DLR Standard Rate
	Hourly Rate				
Senior Expert	80.00	178.34	25.83	284.18	350
Expert	80.00	178.34	25.83	284.18	300
Practice Leader	77.68	173.17	25.09	275.94	265
Project Leader	68.98	153.78	22.28	245.03	235
Sr. Professional	60.26	134.34	19.46	214.06	205
Professional II	50.00	111.47	16.15	177.61	175
Professional	40.74	90.82	13.16	144.72	145
Professional Support	31.21	69.58	10.08	110.87	115
Technical/Clerical	22.24	49.58	7.18	79.00	90

  
 Pete Obarowski, AIA, DBIA  
 Principal  
 DLR Group

*Michelle L. Juliano, P.E.*  
 approved 11/25/25

## Quality Assurance/Quality Control Program

A solid Quality Assurance and Quality Control process is an essential part of any successful design practice. Quality in our designs and deliverables is a commitment, attitude, and culture that is ingrained throughout DLR Group and Lavallee|Brensinger Architects - a commitment that we strive to uphold on all projects. QA/QC is a continuous process that is embedded into our work plans, and we use it.

As this is a multi-phased approach to a project, we still take a holistic look at the QA/QC plan from early master planning through the follow-up after project closeout. The plan presented reveals our methodology through project completion.

### Objective

The objective of our QA/QC initiatives is to provide functional, affordable, and innovative designs that provide the State of New Hampshire with an energy-efficient 50+ year building with minimal long-term maintenance burden, delivered when you need it and within your budget.

Through appropriate planning and documentation, our team sees an average of less than 2% construction change orders. This exceptional standard of performance is the result of skilled and disciplined project leadership and professional staff who exercise effective QA/QC policies and procedures throughout every stage of the design and construction process.

Our pursuit of Quality begins with the assignment of experienced personnel to your Project, who will remain engaged from start to finish. Our team has decades of experience on this type of justice project from all across all of North America. We plan to bring this expertise to the New Hampshire Men's Correctional Facility.

### Team Members and Tools

Each team member is an essential contributor to QA/QC and, therefore, needs to be fully informed and properly trained. Our team will be equipped with the following tools and technologies for use on your project:

- 3D scanning of existing facilities and structures (where and when applicable).
- Advanced 3D Modeling and Virtual Reality software technologies. You will be able to walk through any portion of the project.
- Actively maintained Project Management software, web-based and accessible by each team member, for tracking schedules, budget, task lists, meeting notes, etc.
- Detail 3D drawings of each room to fully understand its design at a glance.
- Sustainable design and energy management expertise and software.
- Project kick-off all-team workshop to define project goals, identify stakeholders, clarify responsibilities, and establish protocol for communications and decision-making.
- Custom detailed project work plan updated weekly by the PM to track adherence to the project schedule, key milestones, and significant deadlines.
- Weekly team coordination meetings led by the project manager and attended by the project team to objectively critique document status, budget control, code compliance, and technical quality.
- Project Design + Update Meetings, as needed and led by the project manager and by you, the architects, and our consultants to collectively critique design and schedule progress.
- Phase-by-phase client review sessions are detailed sheet-by-sheet reviews of design documents to confirm the design goals, budgets, and schedule are being met.

- End of project “lessons learned” session to identify and implement improvements to project design and management services.

Perhaps most importantly, we maintain a culture that promotes learning, sharing, accountability, and attention to detail. There is no substitute for simply taking pride in a job well done.

In addition, the following specific Quality Control/Quality Assurance measures will be applied to the New Hampshire Men’s Correctional Facility.

### **Communication**

At the outset of the Project, and together with the representatives from the State of New Hampshire, we will define clear communication protocols, including:

- Client/Design Team Communications: Each team member will be identified and a directory of contact information will be distributed. Communication Protocols with specific individuals or agencies will also be defined.
- Detailed documentation and distribution of project communications are clear, timely documents prepared and reviewed by our PM prior to distribution for the project record and your review and approval.
- Web-based file transfer and sharing requirements for secure transfer of plans, specifications, and other vital documents, review and authorizations.

### **Meetings**

Meetings will be attended by Design Team member(s) to help ensure information was heard correctly and documented accurately. All formal meetings will be documented with meeting notes and distributed to the Client/Design team for review, record, and action as appropriate:

- Client/Design Team Meetings: In accordance with the schedule, regular meetings with the Client/Design team will occur during each phase to discuss specific topics, review progress, and discuss any upcoming or outstanding issues.
- Design Charrette Meetings: Periodically throughout the design process, the Design Team will host a detailed design charrette with the Client and other Design Team members to help facilitate an open design dialogue.
- Design Team Meetings: On a regular and consistent basis throughout the programming and design phases of the Project, a design team teleconference meeting will be held, facilitated by DLR Group and Lavallee|Brensinger Architects, to review project progress, specific design topics, and upcoming and outstanding issues.
- Agency Meetings: Early in the design process, the State of New Hampshire, DLR Group, Lavallee|Brensinger Architects, and its Consultants will determine a list of agencies and departments who may be consulted/engaged, and a strategy of approach will be agreed upon.

### **Code/Regulatory Reviews**

A comprehensive code review will be performed by the design team early in the design process and updated as necessary in accordance with State Law and the site and building design. Code reviews will be analyzed with project representatives from the State of New Hampshire and potential options and design impacts determined.

### **Design/Construction Standards**

ACA and DOC design guidelines and construction requirements will be identified at the Project outset. Areas without specific definitions will be clarified as early as possible in the process.

## Schedule

DLR Group and Lavallee|Brensinger Architects, in collaboration with the entire Design Team and the stakeholders, will develop a detailed design schedule, including milestones, dependencies, and deliverables. The schedule will be regularly reviewed at project meetings. The schedule with all appropriate deadlines will be shown online in Mural for easy access by all stakeholders.

## Document Review

The following approach will be used for document review:

- Meeting Notes: Reviewed by all attendees and recipients, comments received by Lavallee|Brensinger Architects will be updated and redistributed to all for record / further discussion.
- Programming Documents: Developed and distributed by the design team for review and comments by all state stakeholders, DLR Group, Lavallee|Brensinger Architects, its consultants, engineering team, and others as appropriate.
- Schematic Design, Design Development, and Construction Documents: Developed by the Project Team and distributed to state stakeholders at both progress milestones and for final review. Comments received in written format and/or red line markups of the documents will be reviewed, distributed to the group, and integrated into the final documents as appropriate. Items requiring further discussion are to be reviewed by the group as appropriate.

Periodic working meetings will be held for detailed review of:

- Programmatic Requirements
- Site Requirements and Development
- Superstructure, Building Envelope, and Architectural Systems
- Safety and Security
- Mechanical, Electrical, Plumbing, and Fire Protection Systems
- Maintenance Burden
- Fixtures, Furnishings, and Equipment
- Operations and Maintenance
- Energy Efficiency
- Code / Regulatory Agency Review and Requirements
- Constructability and Construction Costs
- Other project-specific items not yet identified.
- **Detailed Documents Review:** DLR Group and Lavallee|Brensinger Architects will perform a detailed review of all Design Documents produced by all disciplines. Review comments will be provided to all design team members, and subsequent document packages will be reviewed to ensure that corrections were made.
- **Outstanding/Open Items Log:** DLR Group and Lavallee|Brensinger Architects will maintain a log of outstanding/open items, which will be distributed to the state stakeholders and all design team members. This has proven to be an effective tool for efficient decision-making and assurance that issues are properly addressed.
- **Bidding:** During the Bidding Phase, the A/E team will work closely with the state stakeholders to attend pre-bid site visits, answer any Requests for Information from the bidders, issue addenda as required, and review the bid summaries. Once bidding is complete, bidders have been selected, and the scope of work has been confirmed, Lavallee|Brensinger Architects will coordinate a set of conformed construction documents among all disciplines to be used as the official construction documents set.
- **Construction Administration:** DLR Group, Lavallee|Brensinger Architects, and consulting engineers will provide Construction Administration Phase services through project closeout and during one year warranty/correction period and Post Occupancy Support. Throughout this phase, all consulting engineers will remain involved in submittal review and periodic site visits, RFI response, and warranty review and follow-up.
- **Post Occupancy:** DLR Group and Lavallee|Brensinger Architects will follow up with stakeholders, staff, and other occupants to gain further knowledge on the project design and implementation as well as a pre-warranty expiration review approximately 11 months after occupancy.

**CERTIFICATE OF INCUMBENCY**

**DLR GROUP INC.**

I, Curtis Johnson, the duly elected and acting President of DLR Group Inc., a Nebraska corporation (the "Corporation"), hereby certify that:

Mr. Andrew Cupples, FAIA, DBIA is an architect holding New Hampshire architect license number 3361 and is a duly elected, qualified, and acting officer of the Corporation, appointed to the position of Vice President as of August 31, 2023.

The foregoing officer continues in office and has not been removed or resigned, and the authority of such officer has not been modified, revoked, or otherwise limited as of the date hereof, and he is authorized to execute and deliver instruments and agreements and to take actions on behalf of the Corporation consistent with his office.

IN WITNESS WHEREOF, I have hereunto set my hand this 25<sup>th</sup> day of February, 2026.



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Curtis Johnson  
President

**RESOLUTION**  
by  
**UNANIMOUS WRITTEN CONSENT**  
of  
**THE BOARD OF DIRECTORS**  
of  
**DLR GROUP INC.**  
a Nebraska corporation

**WHEREAS**, DLR Group inc., a Nebraska corporation, is authorized to provide architectural and engineering services within the state of New Hampshire.

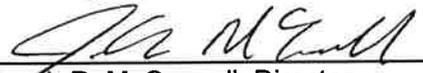
Mr. Andrew Cupples, FAIA, DBIA, is an architect holding New Hampshire architect license number 3361 and is able to provide architectural services, including the signing of contracts on behalf of this corporation.

Mr. Cupples was appointed to the position of Vice President on August 31, 2023. Mr. Cupples has remained an officer of the Nebraska corporation since that date.

**RESOLVED**, Mr. Cupples continues to hold the appointed position of Vice President of DLR Group inc., a Nebraska corporation as of the date so stated below.

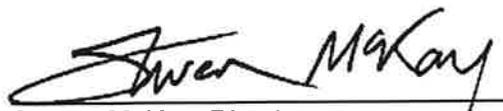
Dated: December 1, 2025.

  
\_\_\_\_\_  
Curtis A. Johnson, Director

  
\_\_\_\_\_  
Jacob R. McConnell, Director

  
\_\_\_\_\_  
Vanessa Q. Schutte, Director

  
\_\_\_\_\_  
O.H. Martin Berglund, Director

  
\_\_\_\_\_  
Steven McKay, Director

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that DLR GROUP INC. is a Nebraska Profit Corporation registered to transact business in New Hampshire on April 09, 2002. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **400417**

Certificate Number: **0007189546**



IN TESTIMONY WHEREOF,  
I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 28th day of May A.D. 2025.

A handwritten signature in black ink, appearing to read "D. Scanlan", is written over a faint circular outline.

David M. Scanlan  
Secretary of State



## Additional Insured – Owners, Lessees Or Contractors – Scheduled Person Or Organization

<b>THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.</b>	
Policy No. GLO 1883909	Effective Date: 10/1/2025

This endorsement modifies insurance provided under the:

### Commercial General Liability Coverage Part

#### SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Location(s) Of Covered Operations
Any person or organization you are required to add as an additional insured under a written contract or written agreement	

- A.** Section II – **Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule of this endorsement, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:
1. Your acts or omissions; or
  2. The acts or omissions of those acting on your behalf;
- in the performance of your ongoing operations for the additional insured(s) at the location(s) designated in such Schedule.
- B.** With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:
- This insurance does not apply to "bodily injury" or "property damage" occurring after:
1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
  2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

All other terms, conditions, provisions and exclusions of this policy remain the same.

## Additional Insured – Owners, Lessees Or Contractors – Completed Operations

<b>THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.</b>	
Policy No. GLO 1883909	Effective Date: 10/1/2025

This endorsement modifies insurance provided under the:

**Commercial General Liability Coverage Part**

**SCHEDULE**

Name Of Additional Insured Person(s) Or Organization(s):	Location And Description Of Completed Operations
Any person or organization you are required to add as an additional insured under a written contract or written agreement	

Section II – **Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule of this endorsement, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in such Schedule, performed for that additional insured and included in the "products-completed operations hazard".

All other terms, conditions, provisions and exclusions of this policy remain the same.

## Notification to others of cancellation, non-renewal or reduction of insurance

Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
1883909	GLO 10/1/2025	10/1/2026				

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

This endorsement modifies insurance provided under the:

- Commercial General Liability Coverage Part**
- Liquor Liability Coverage Part**
- Products/Completed Operations Liability Coverage Part**

- A.** If we cancel or non-renew this Coverage Part(s) by written notice to the first Named Insured for any reason other than nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation or non-renewal:
  1. To the name and address corresponding to each person or organization shown in the Schedule below; and
  2. At least 10 days prior to the effective date of the cancellation or non-renewal, as advised in our notice to the first Named Insured, or the longer number of days notice if indicated in the Schedule below.
- B.** If we cancel this Coverage Part(s) by written notice to the first Named Insured for nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation to the name and address corresponding to each person or organization shown in the Schedule below at least 10 days prior to the effective date of such cancellation.
- C.** If coverage afforded by this Coverage Part(s) is reduced or restricted, except for any reduction of Limits of Insurance due to payment of claims, we will mail or deliver notice of such reduction or restriction:
  1. To the name and address corresponding to each person or organization shown in the Schedule below; and
  2. At least 10 days prior to the effective date of the reduction or restriction, or the longer number of days notice if indicated in the Schedule below.
- D.** If notice as described in Paragraphs **A.**, **B.** or **C.** of this endorsement is mailed, proof of mailing will be sufficient proof of such notice.

<b>SCHEDULE</b>	
<b>Name and Address of Other Person(s) / Organization(s):</b>	<b>Number of Days Notice:</b>
Any person or organization you are required to provide notice of cancellation, nonrenewal or reduction of insurance, as defined above, in a written contract, written agreement, except where such contract or agreement is prohibited by law	<b>30</b>

All other terms and conditions of this policy remain unchanged.

Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
BAP1883913	10/1/2025	10/1/2026				

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

This endorsement modifies insurance provided under the:

**Commercial Automobile Coverage Part**

- A.** If we cancel or non-renew this Coverage Part by written notice to the first Named Insured for any reason other than nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation or non-renewal:
  1. To the name and address corresponding to each person or organization shown in the Schedule below; and
  2. At least 10 days prior to the effective date of the cancellation or non-renewal, as advised in our notice to the first Named Insured, or the longer number of days notice if indicated in the Schedule below.
- B.** If we cancel this Coverage Part by written notice to the first Named Insured for nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation to the name and address corresponding to each person or organization shown in the Schedule below at least 10 days prior to the effective date of such cancellation.
- C.** If coverage afforded by this Coverage Part is reduced or restricted, except for any reduction of Limits of Insurance due to payment of claims, we will mail or deliver notice of such reduction or restriction:
  1. To the name and address corresponding to each person or organization shown in the Schedule below; and
  2. At least 10 days prior to the effective date of the reduction or restriction, or the longer number of days notice if indicated in the Schedule below.
- D.** If notice as described in Paragraphs **A.**, **B.** or **C.** of this endorsement is mailed, proof of mailing will be sufficient proof of such notice.

<b>SCHEDULE</b>
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Name and Address of Other Person(s) / Organization(s):	Number of Days Notice:
Any person or organization you are required to provide notice of cancellation, nonrenewal or reduction of insurance, as defined above, in a written contract, written agreement, or permit except where such contract or agreement is prohibited by law	<b>30</b>

All other terms and conditions of this policy remain unchanged.

**WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY WC 99 06 34**

**Policy Number: WC1883912**

**Effective Dates: 10/1/202510/1/2026**

**NOTIFICATION TO OTHERS OF CANCELLATION, NONRENEWAL OR  
REDUCTION OF INSURANCE ENDORSEMENT**

This endorsement is used to add the following to Part Six of the policy.

**PART SIX  
CONDITIONS**

- A.** If we cancel or non-renew this policy by written notice to you for any reason other than nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation or non-renewal to the name and address corresponding to each person or organization shown in the Schedule below. Notification to such person or organization will be provided at least 10 days prior to the effective date of the cancellation or non-renewal, as advised in our notice to you, or the longer number of days notice if indicated in the Schedule below.
- B.** If we cancel this policy by written notice to you for nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation to the name and address corresponding to each person or organization shown in the Schedule below at least 10 days prior to the effective date of such cancellation.
- C.** If coverage afforded by this policy is reduced or restricted, except for any reduction of Limits of Liability due to payment of claims, we will mail or deliver notice of such reduction or restriction to the name and address corresponding to each person or organization shown in the Schedule below. Notification to such person or organization will be provided at least 10 days prior to the effective date of the reduction or restriction, or the longer number of days notice if indicated in the Schedule below.
- D.** If notice as described in Paragraphs **A.**, **B.** or **C.** of this endorsement is mailed, proof of mailing will be sufficient proof of such notice.

<b>SCHEDULE</b>
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<b>Name and Address of Other Person(s) / Organization(s):</b>	<b>Number of Days Notice:</b>
Any person or organization you are required to provide notice of cancellation, nonrenewal or reduction of insurance, as defined above, in a written contract, written agreement, except where such contract or agreement is prohibited by law	30

All other terms and conditions of this policy remain unchanged.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.



**Berkshire Hathaway  
Specialty Insurance**

## ENDORSEMENT

This endorsement, effective 12:01AM: **October 01, 2025**  
Forms a part of Policy No.: **See attached certificate**  
Issued to: **DLR Group Inc., a Nebraska corporation**  
By: **National Fire & Marine Insurance Company**

## NOTICE OF CANCELLATION LIMITED TO EMAIL NOTIFICATION

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**This endorsement modifies insurance provided under the following:**

**PROFESSIONAL FIRST - ARCHITECTS, ENGINEERS & CONSULTANTS  
PROFESSIONAL LIABILITY POLICY**

In consideration of the premium for this Policy, it is hereby understood and agreed that:

1. In the event this policy is cancelled by the **Insurer** or by the **Named Insured** prior to the expiration date as shown on the Declarations, a thirty (30) day notice of such cancellation will be provided if the **Named Insured** is under an existing contractual obligation to notify a certificate holder when this Policy is cancelled and has provided the following either directly or indirectly through its broker of record:

- a. The name of the entity shown on the certificate; and
- b. A contact at such entity and the email address of such entity where notification may be sent.

This provision does not apply if the cancellation is due to nonpayment of premium to the **Insurer** or to a finance company authorized to cancel the Policy.

2. It is understood and agreed that in the event this policy is cancelled by the **Insurer** for nonpayment of premium, a ten (10) day notice of such cancellation will be provided if the **Named Insured** is under an existing contractual obligation to notify a certificate holder when this policy is cancelled for nonpayment of premium and has provided the following either directly or indirectly through its broker of record:

- a. The name of the entity shown on the certificate; and
- b. A contact at such entity and the email address of such entity where notification may be sent.

3. Such notices of cancellation will be provided via e-mail to the certificate holders. Proof of the **Insurer** emailing the notices of cancellation, using the information provided by the **Named Insured**, will serve as proof that the **Insurer** has fully satisfied its obligations under this endorsement.

Such notices of cancellation are provided on an informational basis and solely to assist the **Named Insured** in meeting their contractual notice requirements to such parties. The **Insurer's** failure to provide such advance notice to the certificate of insurance holder(s) will not extend any policy cancellation date, negate any cancellation of the policy, or grant, alter, or extend any rights or obligations under this Policy and the **Insurer** shall have no liability for failure to provide the notices herein.

All other terms and conditions of this Policy remain unchanged.

NH DEPT OF JUSTICE  
FEB 5 '26 PM 12:42