



GARDINER CITY COUNCIL AGENDA ITEM INFORMATION SHEET



Meeting Date	05/27/2026	Department	Planning/Economic Dev
Agenda Item	4e) Consideration of a contract for a Capital Improvement Plan Development to guide municipal infrastructure investments over the next 8–10 years		
Est. Cost			

Background Information

The City of Gardiner was awarded a Community Action Grant of \$65,000 to hire a contractor to develop a Capital Improvement Plan (CIP) to guide municipal infrastructure investments over the next 8–10 years. This is a State of Maine Community Resilience Partnership grant which requires no cash match from the City of Gardiner.

A RFP for these services was developed and published in April and we received 7 proposals for the project. A review team consisting of Finance Director/Interim City Manager Denise Brown, Economic Development Director Melissa Lindley, and Alex Monaghan, who is a Gardiner resident and member of the Community & Economic Development Committee and works as a Senior Financial Analyst for Central Maine Healthcare.

The reviewers all selected the proposal from Haley Ward as the best choice for Gardiner. Their proposal for \$65,000 is included with this agenda sheet. All proposals that were received can be viewed on the City's website on the page for this RFP at: gardinermaine.gov/RFPs/CIP

EDD Lindley and Finance Director Brown will be present at the meeting to answer any questions regarding the grant project or consultant selection process.

Requested Action	"I move to approve the Interim City Manager to enter into a contract with Haley Ward for the development of a Capital Improvement Plan."
City Manager and/or Finance Review	
Council Vote/ Action Taken	
Departmental Follow-Up	

City Clerk Use Only	1 st Reading _____	Advertised _____	EFFECTIVE DATE _____
	2 nd Reading _____	Advertised _____ w/in 15 Days	
	Final to Dept _____	Updated Book _____	Online _____



CITY OF GARDINER, MAINE

REQUEST FOR PROPOSALS

CAPITAL IMPROVEMENT PLAN

DEVELOPMENT

May 11, 2026



One Merchants Plaza, Suite 701
Bangor, Maine 04401
Contact: Michael Schrader - PM
mschrader@haleyward.com

City of Gardiner
Attn: Melissa Lindley - Economic Development Director
Gardiner City Hall
6 Church Street
Gardiner, ME 04345
mlindley@gardinermaine.com

05.11.2026

Re: Request for Proposals | Capital Improvement Plan Development

Dear Ms. Lindley,

Thank you for the opportunity to provide a proposal to the City of Gardiner (City) for Capital Improvement Plan (CIP) Development. We see that the City is proactive in seeking solutions for both current and long-term issues, and we are excited to be considered as potential partners as you integrate the needs of your community with fiscal planning for the future.

Haley Ward, Inc. is a full-service consulting firm with decades of experience partnering with communities to meet their needs by developing and implementing practical solutions.

Mike Schrader, Senior Project Manager, will lead our team. Mike has over 35 years of experience working with communities on a wide range of projects. Mike fully embraces the value of the asset management approach to developing a defensible, data-driven, risk-based capital plan. This is the key element to obtaining community support in terms of funding the required improvements. He is highly skilled in stakeholder communications and outreach which, while often undervalued, will be critical to support the informed decision-making process that the success of this project depends on.

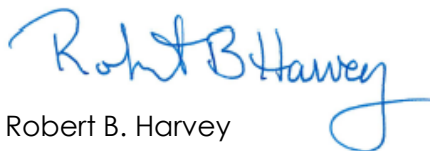
Haley Ward professional Ben Meader has worked with the City to complete a comprehensive assessment of climate vulnerability on community infrastructure. His understanding of the needs of the City from a climate vulnerability perspective will be an invaluable resource through the CIP process.

We have prepared the following proposal for your consideration. Please reach out to either of the undersigned with any questions concerning this proposal or if additional services are needed. We appreciate this opportunity to be of service to you.

Sincerely,
Haley Ward, Inc.



Michael Schrader, PE(MA)
Senior Project Manager
mschrader@haleyward.com



Robert B. Harvey
Engineering Director | Vice President
rharvey@haleyward.com

MJS/RH/rtt



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ATTACHMENT: Resumes



SECTION 2: FIRM OVERVIEW AND QUALIFICATIONS

About Haley Ward

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

Haley Ward prides itself on our history of maintaining long-term trusted advisor relationships with our clients. We achieve this by consistently delivering high quality engineering and operational support services on individual projects while maintaining a clear understanding of their long-term goals and challenges.

Integrated Multidisciplinary Services

Haley Ward offers a wide range of services including Architectural, Structural, Mechanical, Civil and Water & Sewer engineering and construction management services. This allows us to meet our client needs with minimal use of subconsultants. We continue to grow our practice to mirror the changing needs of our clients.

Municipal Experience and Commitment

We partner with our municipal clients to address the multitude of challenges resulting from aging infrastructure. We view our relationship with clients effectively as a partnership, consistently working towards the shared goals of our municipal clients, maximizing available funding to further long-term community benefits. This includes viewing individual projects, on-call services, regulatory changes, funding opportunities and shifts in industry standards from the perspective of our client communities.

Experience with Capital Planning and Municipal Assets

Haley Ward provides capital planning and asset management services to municipal clients for both the water and sewer utilities as well as general municipal facilities. For our water and sewer clients these services are critical elements to efficiently meet the needs of regulators and customers alike. Our services include water and sewer system evaluations and construction of improvements as well as developing and evaluating vertical assets such as treatment plants and pump stations.

In terms of municipal buildings, our architectural group has a team dedicated to preparing Facility Condition Assessments. These consist of evaluating all types of municipal buildings in terms of individual asset classes such as structural, building envelope, and HVAC. We can also evaluate the exterior grounds in a similar fashion to provide a comprehensive overview of needs.

COMPANY NAME:

Haley Ward, Inc.

ADDRESS:

Headquarters

*One Merchants Plaza
Suite 701
Bangor, ME 04401*

POINT OF CONTACT:

*Michael Shrader, PE (MA)
Project Manager
mschrader@haleyward.com*

WEBSITE:

www.haleyward.com

PHONE: 207.989.4824



SECTION 3: RELEVANT PROJECT EXPERIENCE

Cherry Valley & Rochdale Water District Fiscal Planning and Forecast Study

Project by Michael Schrader (with previous firm)

The Cherry Valley Water District is a small public water system located in Leicester, MA with about 1,300 customer accounts. Like many small water systems, they were faced with more than \$21M in unfunded capital improvements based upon a partially completed asset management plan. The strategy used to develop an approvable capital improvement plan consisted of a strategic use of debt and reserves and Bond Anticipation Notices to fund design of larger construction projects. A key element to the successful adoption of the plan was to replace the existing user rate structure with a more equitable rate structure

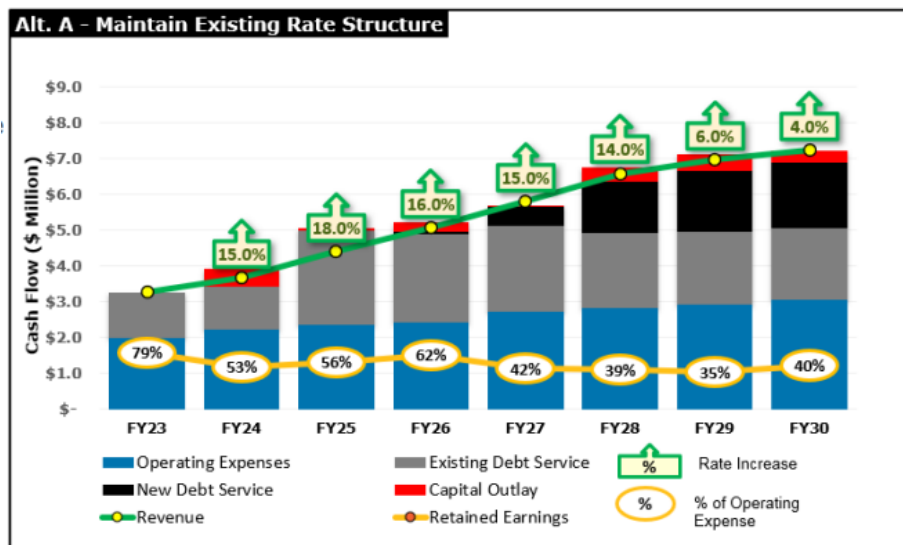
CAPITAL IMPROVEMENT PLANNER

Project ID	Source	Project / Item	System Element	Procurement	Est. Cost	Cost Year	Funding	Term	Project Year (FY)	Budget Year (FY)	Adj. Cost
WTR-23	District Input	Grindstone Brook CC Transmission Main	Distribution	Design & Const.	\$ 1,462,000	2024	Debt - CP	30	2026	2027	\$ 1,611,855
WTR-18	RCAP Asset DB	Hydrants - Immediate (6)	Distribution	Design & Const.	\$ 48,960	2019	R.E.	1	2026	2026	\$ 68,892
WTR-29	District Input	Server & Laptops	Admin	Equipment	\$ 10,000	2023	R.E.	1	2026	2026	\$ 11,576
WTR-31	RCAP Asset DB	Server Room - SCADA Computer / Monitor	Ops	Equipment	\$ 2,552	2023	R.E.	1	2026	2026	\$ 2,954
WTR-01	T&H 2018 Report	1. Redfield Road and Main Street (Sargent St. - Bottomley Ave.)	Distribution	Design & Const.	\$ 1,265,000	2024	Debt - CP	30	2027	2028	\$ 1,464,396
WTR-21	RCAP Asset DB	Ford F350 2006	Ops	Vehicle	\$ 85,000	2024	Debt - CP	5	2027	2028	\$ 98,398
WTR-02	T&H 2018 Report	3* Old Main Street, Main Street, Willow Hill Road and Henshaw St.	Distribution	Design & Const.	\$ 1,880,000	2018	Debt - CP	30	2028	2029	\$ 3,062,322
WTR-03	T&H 2018 Report	4a. Pleasant Street and Cross Country Main	Distribution	Design & Const.	\$ 1,500,000	2024	Debt - CP	30	2029	2030	\$ 1,914,422
WTR-26	RCAP Asset DB	John Deere Skidsteer	Admin	Equipment	\$ 15,000	2024	R.E.	1	2029	2029	\$ 19,144
WTR-28	RCAP Asset DB	Outside Equipment - 2026 - 2032 replacement (spread over 3 Years)	Ops	Equipment	\$ 8,660	2024	R.E.	3	2029	2029	\$ 11,059
WTR-27	RCAP Asset DB	Outside Equipment - Pre 2025 replacement (spread over 3 Years)	Ops	Equipment	\$ 123,554	---	---	---	---	---	---
WTR-04	T&H 2018 Report	4b. Stafford Street	Distribution	Design & Const.	\$ 1,265,000	2024	Debt - CP	30	2029	2030	\$ 1,464,396

Town of Webster, MA Water Department

Project by Michael Schrader (with previous firm)

The Town of Webster owns and operates public water and sewer utilities that are operated as enterprise funds. When the DEP added PFAS limits the Town was required to construct two treatment plants which together cost \$37M in addition to an additional \$15M in other needs. Even though the PFAS plants were to be funded through the SRF program with 0% interest over 30 years the annual payments would require 30% increases in water rates in FY26.



The dashboard provides a clear overview of the key elements

In order to reduce the fiscal impacts on this working-class town, Mike worked diligently with the Town to develop a strategy to prevent a sudden increase in rates. Ultimately the strategy consisted of raising rates 2-3% higher than originally planned to build up their reserves. In



Massachusetts, enterprise funds reserves are all contained in one account called retained earnings, part of the funding strategy consists of setting target percentages for operating reserves and capital reserves which provides much greater ability to get the maximum benefit from them.

Clearly presenting Fiscal Impacts on customers greatly increases buy-in.

RESIDENTIAL IMPACTS & AFFORDABILITY

Annual Cost - Residential Customer (3 people using 55 gallons per day each)

Water	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Typical Residential Customer	\$ 580	\$ 666	\$ 786	\$ 912	\$ 1,049	\$ 1,196	\$ 1,267
Typical Senior Residential Customer	\$ 464	\$ 533	\$ 629	\$ 730	\$ 839	\$ 956	\$ 1,014
Sewer	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Typ Residential Sewer cost	\$ 785	\$ 864	\$ 864	\$ 950	\$ 1,045	\$ 1,149	\$ 1,264
Typical Senior Residential Customer	\$ 628	\$ 691	\$ 691	\$ 760	\$ 836	\$ 920	\$ 1,012



Measuring Affordability. Affordability, like temperature, is highly subjective. To determine whether water and sewer costs represents a financial burden we use indicators.

The Household Burden Indicator (HBI). Introduced in 2019, this indicator is based the Lowest Quintile Income (the lowest 20%), which is more representative of household financial status. The second component, the Poverty Prevalence Indicator is the percentage of the community below 200% of the Federal Poverty Level. The burden is determined by using the chart below.

Household Burden (HBI) - Static LQI

Scenario	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Typical Residential Customer	4.7%	5.2%	5.6%	6.4%	7.1%	8.0%	8.6%

Webster Income Data (US Census)

Median Household Income: \$74,755
Lowest Quintile Income: \$29,292
Poverty Prevalence Indicator: 27.7%

Household Burden Indicator	Poverty Prevalence Indicator		
	>= 35%	20% to 35%	<20%
> = 10%	Very High Burden	High Burden	Moderate – High Burden
7% to 10%	High Burden	Moderate – High Burden	Moderate - Low Burden
<7%	Moderate - High Burden	Moderate - Low Burden	Low Burden

Results

Based upon the data shown herein and using a constant LQI (no increase in income), the projected rates are considered to be a moderate to high burden

Facility Condition Assessment

Central Fire Station, Bangor, ME

Haley Ward performed a Facility Condition Assessment (FCA) of Bangor's central fire station. The purpose of this Facility Condition Assessment (FCA) was to identify both short and long-term projections for renovations, repairs and replacements of the property to preserve its physical condition suitable for emergency response needs and to ensure its suitability for use well into the future. This report is intended to be used as a tool by the department staff in planning any required short-term rehabilitation and for implementing the ongoing maintenance program.

Haley Ward evaluated the facility from an asset management perspective by combining visual inspections and interviews with department staff to determine risk based upon estimating remaining useful life.





Water Treatment Facility Condition Assessment Natick MA

Water Production, Treatment and Storage Asset Management Plan for the Town of Natick. Currently Natick is addressing water quality treatment needs to address the new Massachusetts Department of Environmental Protection Agency (MassDEP) regulation for Pre& Polyfluoroalkyl Substances (PFAS). Haley Ward evaluated Natick's water supplies, water pumping facilities, water storage tanks and water treatment facilities.

The work included developing an asset inventory for the Town's vertical water infrastructure and evaluating the condition of key assets. The results of the evaluation was to develop recommendations presented in a 20 year Capital Improvement Plan.

SECTION 4: PROJECT UNDERSTANDING AND APPROACH

UNDERSTANDING OF GARDINER'S GOALS AND CHALLENGES

Gardiner is facing a challenge common to most Maine communities... more capital improvement needs than funding capacity and an ever-increasing number of threats and concerns. The fact that Gardiner has not prepared a capital improvement plan in recent history compounds the difficulty of addressing these needs. While these are significant challenges, Gardiner has consistently faced its challenges proactively and has clearly been working strategically towards the goal of developing a prioritized capital improvement plan.

Proof of this is the fact that this project follows a series of plans and evaluations specifically designed to identify and quantify the City's needs, which will be essential components of this project. The 2023 Facility Assessment evaluated the assets associated with the City's high priority public services and identified over \$23M in improvements. The 2025 CSO master plan update identified over \$7M in additional improvements over the next five years to reduce the frequency of discharging untreated sewage to the Kennebec River. Most recently, the Flooding Impacts & Community Risk Assessment evaluated the potential impacts to both specifically identified assets as well as an assessment of risks and recommendations for the lowest floor of buildings in the 100-year flood plain.

The City now intends to use its recently awarded \$65,000 Community Resilience Partnership Community Action Grant strategically to develop a prioritized Capital Improvement Plan. The next step is updating the Comprehensive Master Plan which will inform the development of the CIP by integrating the City's long-term vision.

The stated goal of this project is to develop a capital improvement plan for Gardiner's municipal assets prioritized based upon a combination of factors. The ultimate goal however is to move past assessments and evaluations and begin the much-needed work. A stark reality of this type of plan is that a majority of the costs required to make these improvements will be borne by the current and future inhabitants of Gardiner in the form of Taxes, Fees and user charges. Gaining the approval from Gardiner's stakeholders, the elected officials and the constituents they are sworn to protect, requires that the plan clearly represents not only the City's best interests but those of its inhabitants.



PROJECT APPROACH

The project consists of two main components, calculating annualized cost for each project and prioritizing the projects. Developing annualized cost is relatively straightforward based upon the estimated cost, funding source and start year. Prioritization, however, is somewhat more complicated.

Our approach to prioritization is to base it upon criticality using a top-down approach designed to maximize the value of the grant. Criticality is a numerical score obtained by multiplying the Likelihood of Failure (LOF) x Consequence of Failure (COF) of an asset. Failure is a measure of the likelihood of the asset falling to meet the level of service (the City's needs and expectations for that asset). Failure is based on a scale ranging from complete failure (i.e. flooding) to reduced efficiency due to insufficient facilities. Consequence of failure is a measure to which the failure impacts the City. Consequence of failure is proportional to the impact of the failure, starting with life-safety or other critical need.

While this terminology is somewhat abstract, it is very much in line with Gardiner's existing Capital Asset and Capital Improvement Policy. This policy, while it has not been used in recent memory serves to reinforce Gardiner's long-term commitment to "doing the right thing the right way".

The two most relevant sections of the policy are the "Evaluation Guidelines" which represents the level of service including fiscal impact; and, even more importantly, "Criteria B – Impact of Service to the public" which will serve as the starting point for consequence factors. The level of service, likelihood, and consequence of failure factors ultimately used will be developed objectively in collaboration with the City working group.

SECTION 5: SCOPE OF SERVICES AND METHODOLOGY

5.1 Asset Inventory and Assessment

The project kickoff meeting / workshop will serve as an opportunity to interview the various City departments and representatives in terms of known or anticipated needs and concerns relative to its municipal infrastructure. Our approach to working with the City's team is based upon efficiency, items to be discussed or resolved will be presented clearly and identify data, conflicts and decisions to be made concisely.

The meeting will be structured as follows:

1. Introduce and discuss the criticality components in terms of both defining service levels as well as criticality factors in general.
2. Run through a high-level list of Gardiner's municipal infrastructure by category (buildings, roads, drainage systems etc.) to develop an understanding of the concerns or identified capital investment needs associated with the key facilities or assets of each category.
3. Interview City staff regarding the extent to which capital needs or deficiencies have been determined and to what degree potential solutions (projects) such as replacement or rehabilitation have been developed. Discuss what is available in terms of supporting data specially estimated costs.
4. Review overall approach to funding and previous experiences regarding funding identified needs.
5. Discuss the starting point level of service and consequence of failure scoring for each type of asset.



The goal of this meeting is to begin the process of developing a high-level asset inventory that will serve as the foundation of the various analyses and subsequent CIP development. The inventory will consist of the name of the asset/facility (broken down into asset sub classes as appropriate) the type of services provided and previously identified or anticipated capital investment projects.

5.2 Stakeholder and Community Engagement

The public outreach component of this project consists of two public meetings / forums. The first meeting will be held as part of the prioritization process described in Section 5.3. At this point the evaluation criteria established with the City's working group will have been developed and are in the process of being evaluated. Potential stalemates between criticality components have also likely to have become apparent at this stage, making this the perfect time to obtain stakeholder input.

Outreach materials will provide a clear understanding of the overall approach and the criticality concept in particular. The inputs used, outputs to be produced (specifically fiscal impacts) will be described and defined. The next steps in the process and expected outcomes will be described using clear, unambiguous language and insightful graphics.

The second public outreach event will be the presentation of draft findings to the City Staff and stakeholders. The purpose of this meeting will be to clearly review the methodology, considerations and results of the evaluation and resulting plan. The result of the strategies developed to optimize the fiscal impacts resulting during the strategic funding component described in Section 5.4 will be clearly illustrated. Model outputs, data sources, assumptions, potential tradeoffs as well as recommended follow-on work will be described in clear and unambiguous language.

5.3 Data Analysis and Project Prioritization

It is important to recognize that the asset assessment, data analysis and project prioritization aspects of this project are very much intertwined and will necessarily require an iterative collaborative approach to each aspect.

Data analysis begins with populating the asset inventory, criticality components and project data into our asset management model described in Section 5.6. Projects will then be sorted based upon the resulting criticality scores. While the criteria used to calculate criticality will incorporate a wide range of concerns and goals of the City, the fiscal impact score will likely become the single most important factor. This is due to the fact that it is clear, unambiguous and directly related to universal key stakeholder concern. We will use this to our advantage by demonstrating that the fiscal impacts were included in every aspect of prioritizing expenditures which will decidedly increase buy in and support. Unfortunately, the most important piece of data for calculating fiscal impacts is the cost of the proposed project which is required to calculate the annual costs upon which the fiscal impact is based upon.

These data gaps will be ranked in order of their significance to the outcome of the project. The significance and level of effort required to develop the missing data will determine whether to devote a portion of the limited project budget to it or use an 'order of magnitude' placeholder and recommend follow up evaluations. This strategy supports the inclusive, fully transparent approach to obtaining buy in by clearly stating data sources and methodology.



Once the data gaps are resolved the annualized costs and subsequent fiscal impacts will be calculated and reviewed. The methods described in Section 5.5 will next be employed to both try to reduce overall fiscal impacts as well as normalize year-to-year increases.

5.4 Capital Improvement Plan Development

One of the key aspects of obtaining approval for the overall plan is to calculate total annual costs for each project by funding source, primary because it serves as the basis of the fiscal impact score but also to enable comparison with other budgetary needs or concerns.

The annual costs will be estimated for each project by assigning a funding source and start year to each project. The funding sources will be tailored to Gardiner's practices and preferences and will consist of one-time "Pay Go" transfers from the general fund or dedicated reserves, debt service based upon anticipated terms and originator, grants fees or other sources. Sewer user cost increases will be based upon a percentage increase proportional to the cost distribution of the current rate structure. Grant funding will also include an estimated percentage of success. All assumptions related to escalation factors, interest rates and source data will be clearly identified.

5.5 Fiscal Forecasting and Funding Strategy

Based upon the results of the prioritization analysis, funding strategies will be examined to reduce the fiscal impact and/or minimize year-to-year increases. The strategies considered will be determined through discussion with the City and will likely include strategic use of capital reserves, testing the impact of adjusting starting years or even splitting projects into phases. Funding sources such as the Maine Infrastructure Adaptation Fund and other grant programs as well as more traditional funding sources such as the clean water SRF program will be considered.

Once the funding strategy / optimization is complete the fiscal impacts will again be reviewed. This may essentially serve as a 'reality check' that results in revisiting the preliminary level of service and consequence of failure metrics. This is an expected aspect of a truly informed decision-making process.

5.6 Asset Management Tool Development

The model used to develop Gardiner's prioritized CIP is designed to be robust, easy to use and most importantly, clearly identify source data and assumptions. Changes to start year, funding source, escalation and interest rates are easy to change, and all assumptions are incorporated into the model as clearly defined variables. The model will be provided to the City staff who will need to revisit the assumptions and source data in the model as needed based upon the results of follow-on work to fill data gaps, projected interest rates, escalation factors etc.

As the model will be used in both the evaluation and in meetings, the City will be largely comfortable with its capabilities, at the end of the project however we will document and review it together.

5.7 Presentations

Once the draft prioritization analysis is complete we will meet with the entire City team to review and discuss inputs, outcomes and assumptions.



The process used to develop the final version of the first iteration of Gardiners CIP will be contained in a summary report supported by tables taken from the model showing the data, assumptions and outcomes of the evaluation.

ASSUMPTIONS AND LIMITATIONS

The top-down approach described above is designed to maximize the value of the grant by focusing time and efforts in proportion to their value in the evaluations which will evolve as the evaluations proceed. The primary data for this evaluation will be taken from available sources, identified data gaps will be addressed by using order of magnitude estimates developed with the City and additional research and evaluations based upon the nature of the data gap and available budget. The project kickoff meeting, public engagement meeting and City council / public meeting will be in person, all other meetings will be remote.

SECTION 6: PROJECT TEAM

Haley Ward has assembled a project team whose skills, experience and approach mirror not just the technical needs of the project but also embrace the open-minded collaborative approach needed to obtain results. We have included full resumes as an attachment.

Michael Schrader, PE (MA) Senior Project Manager. Project Manager and Primary Contact

An engineer with over 35 years' experience, Mike branched out into the field of water and sewer rate consulting ten years ago driven by the frustration of hearing his clients say that they 'couldn't afford' to fund critical needs. The primary challenge of rate consulting is that you essentially need to obtain permission directly from rate payers to charge them more for the same service. He quickly learned that a 'defendable and explainable' capital plan is an essential component of success. This led to his interest in asset management as it effectively draws the connection between the utility's needs and the ratepayer's concerns. The experience gained from presenting dozens of rate cases has led to the development of effective public communication skills essential to achieving stakeholder support. Mr. Schrader is Co-Chair of the New England Water Works Financial Management Committee.

Michael Hutchins, AIA, LEED AP BD+C

Mr. Hutchins also embodies the collaborative approach to data driven evaluations, and his 25 years of experience will add an architectural perspective to the prioritization of improvements. His experience leading municipal Facility Condition Assessments brings the expertise required to break down the comprehensive data set contained in the previously completed Facilities Study and apply it to this project. For example, the spatial needs analysis contains information that can be used to better assess the impact on each department's ability to meet defined levels of service due to space constraints. This will be especially important to determine if proposed improvements can or should be broken into phases.

Jeanna DeTour, Project Coordinator

Jeanna brings more than 30 years of experience physical and structural conditions, environmental and accessibility concerns, and estimating costs of repairing, replacing, and improving site and building



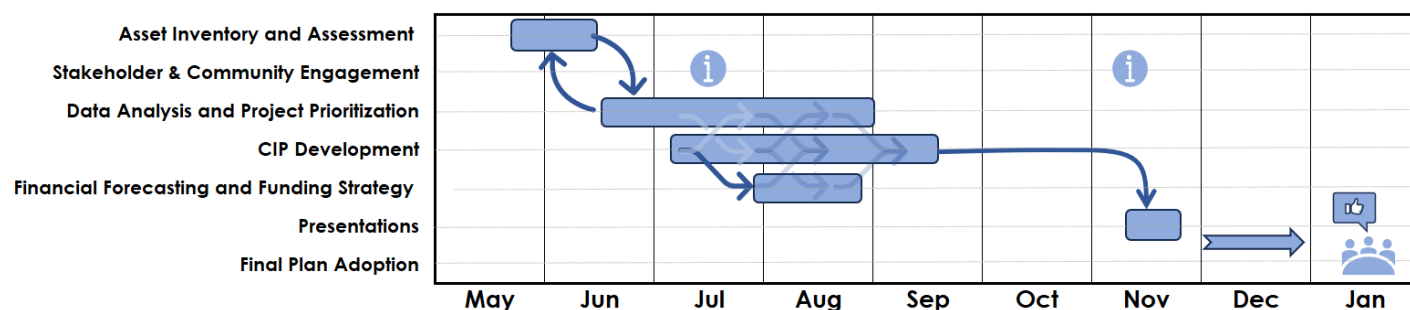
components for Capital Needs Assessments (CNA). Jeanna is also experienced with the operations and maintenance of Stormwater infrastructure. Jeanna will be directly involved with developing costs and directly assessing designated assets.

Justin Hines, EIT

Justin is a project engineer who has worked with Mike Schrader on a number of engineering design and evaluation projects including Rate Studies. Justin will provide support for the various components of the work.

SECTION 7: PROJECT SCHEDULE

We are able to meet the project schedule included in the RFP, and as reflected below:



SECTION 8: COST PROPOSAL

Haley Ward, Inc. is pleased to submit our proposed fee for the City of Gardiner Capital Improvement Plan Development as outlined in our proposal dated May 11, 2026. Our goal is to maximize the value to Gardiner from the Community Action Grant. The fee breakdown shown below represents the breakdown by task of the entire grant amount.

TASK	DESCRIPTION	FEE
5.1	Asset Inventory and Assessment	\$8,000
5.2	Stakeholder and Community Engagement	\$5,000
5.3	Data Analysis and Project Prioritization	\$21,000
5.4	Capital Improvement Plan Development	\$11,000
5.5	Fiscal Forecasting and Funding Strategy	\$8,000
5.6	Asset Management Tool Development	\$3,000
5.7	Presentations	\$9,000
TOTAL		\$65,000



SECTION 9: REFERENCES

Cherry Valley & Rochdale Water District

Project Manager - Michael Schrader (with previous firm)

Contacts:

Benjamin J. Morris, Superintendent

Jennifer M. Wood, CMMT, Treasurer

(508) 892-9616

Town of Webster, MA Water Department

Project Manager - Michael Schrader (with previous firm)

Contact:

Tom Cutler Water & Sewer Superintendent

(508) 949-3800 x 4016

Central Fire Station, Bangor, ME

Project Manager - Michael Hutchins

Contact:

Andrew Emery

Assistant Fire Chief

(207) 992-4702



ATTACHMENT: RESUMES

Michael J. Schrader, PE

Senior Project Manager

mschrader@haleyward.com | 978.648.6025

Michael has thirty-five years of experience in delivering water, wastewater, stormwater, and roadway projects to municipal and higher education clients in Massachusetts and Rhode Island. Michael has a history of pleasant, long-term client relationships based on trust and the ability to consistently think from the client's perspective. His overarching goal is to help public water, sewer and stormwater managers obtain the local funding that is crucial to maintaining this critical public infrastructure yet is so difficult to obtain.



PROFESSIONAL HISTORY

2025 – Present

Haley Ward, Inc.
Senior Project Manager

2024 – 2025

Capital Strategic Solutions
Senior Project Manager

2010 – 2024

Tighe & Bond, Inc.
Senior Project Manager
Utility Management Practice Leader

2009 – 2010

Hoyle & Tanner Associates, Inc.
Senior Project Manager

2008 – 2009

SEA Consultants, Inc.
Client Services Manager

2002 – 2008

Woodard & Curran
Client Manager/Vice President

CORE EXPERTISE:

*Capital Plan Development
Rate Consulting
Asset Management
Water/Sewer system
rehabilitation*

EDUCATION:

*Northeastern University
Boston, MA (1989)
Master of Science
Civil Engineering 2012*

REGISTRATIONS:

*Professional Engineer
Massachusetts*



PROJECT EXPERIENCE

Rate Consulting / Asset Management.

In 2015 at a previous firm, a client requested an update of a rate evaluation completed by persons that were no longer there. Since then, I developed a robust and flexible spreadsheet model and have led over 100 rate evaluations for more than 50 different clients primarily in Massachusetts. In 2021 the firm I was with reorganized our technical practices into a Community of Practice based approach. Under this new paradigm, Asset Management and Rate Consulting into one community of practice. Due to the inherent client value proposition to these services, I have dedicated a significant amount of effort into improving the Asset Management practice and integrating it with rate consulting for the purpose of helping water, sewer and stormwater clients develop and fund risk-based capital improvement plans. Co-Chair the New England Water Works Financial Management Committee.

Recent work I have done with my previous firm includes:

Town of Scituate, MA

Developed relationship with this client and significantly increased portfolio including:

- Water system master plan
- Design and construction administration for a greensand water treatment plant which allowed the Town to use a sorely needed groundwater source.
- Owners Project Manager for a new surface water treatment plant.
- Delivered ice pigging project to mitigate a significant water quality / public relations challenge.
- Infiltration and inflow evaluation with sewer rehabilitation.

Town of Webster, MA

- Worked with DPW to convince Town of the need to rehabilitate their primary water treatment plant.
- Delivered ice pigging program to address severe iron & manganese discoloration.
- Unidirectional flushing program
- Infiltration & Inflow Program
- Clarifier Drive Upgrade
- Prepared water and sewer rate evaluations

Town of Hull, MA

- Pipe bursting force main replacement for large pump station located near shore
- Comprehensive wastewater plant evaluation
- Headworks upgrade consisting of installation of a Huber step screen and screw conveyor

Michael Hutchins, AIA

LEED AP BD+C

Senior Project Architect

mhutchins@haleyward.com | (207) 518-1674

Michael has over 25 years of experience providing architectural design services for both residential and commercial projects. He is skilled in providing historic preservation design services and has a thorough understanding of local and national building, life safety, energy, and accessibility codes.

PROFESSIONAL HISTORY

2025 – Present

Haley Ward, Inc.
Senior Project Architect

2023 - 2024

East Brown Cow Development
Project Architect

2013 - 2022

Archetype Architects
Associate Architect

2011 – 2012

SMRT, Inc.
Architectural Designer



CORE EXPERTISE:

*Historic Preservation &
Adaptive Reuse
Multi-family Housing
Hospitality
Code Compliance*

EDUCATION:

*BFA, Architecture (1999)
Massachusetts College of
Art & Design*

REGISTRATIONS:

*Maine License #ARC3460
Member AIA #40741849*

AFFILIATIONS:

*City of Portland, Historic
Preservation Board Member
Construction Specifications
Institute (CSI)
U.S. Green Building Council*



RECENT PROJECT EXPERIENCE

First Parish Church | Portland, Maine

Addition/Renovation: Collaborated with capital campaign members to identify areas of improvement, designed a new ADA entrance, added an elevator, and upgraded the building's HVAC services. His services spanned schematic design through construction administration.

This project was completed prior to Michael's employment with Haley Ward.

Johnson Hall Opera House | Gardiner, Maine

Historic Renovation: In a process that lasted nearly 6 years at a cost of over 9 million dollars, this 1864 historic theater was transformed into a state-of-the-art performance space, while retaining its historic character. Michael worked as Project Architect with local officials, the Office of the State Fire Marshal, historic & acoustic consultants, and countless other professionals to help this theater's Board of Directors realize their dream.

This project was completed prior to Michael's employment with Haley Ward.

Oriole Senior Housing | Ellsworth, Maine

New Construction: Working with a developer with whom Mike's prior firm had a long-standing professional relationship, this Low-Income Housing Tax Credit affordable housing project created 29 units of senior housing. Services included construction drawings and construction administration through project close-out.

This project was completed prior to Michael's employment with Haley Ward.

The Vickery | Augusta, Maine

Adaptive Reuse: Four interconnected buildings on Augusta's historic Water Street were transformed into a mixed-use property comprising first floor retail with 23 market-rate apartments above. Combining water views of the Kennebec River and Historic Water Street, Mike worked with the developer to maximize the building's use through a thoughtful design approach. Mike assisted with preparing bid documents, the complete construction document set, and construction administration responsibilities.

This project was completed prior to Michael's employment with Haley Ward.

Huse School Apartments | Bath, Maine

Adaptive Reuse/New Construction: Mike played a major role in transforming this existing 1940s-era vacant school building into affordable housing for 59 families in the midcoast. Supplementing the historic school building with an additional wing of new construction, updated HVACs services and new windows throughout brought new life to a once vacant building.

This project was completed prior to Michael's employment with Haley Ward.

Jeanna M. DeTour

Project Coordinator

jdetour@haleyward.com | 207.989.4824

Jeanna DeTour has over 30 years of experience in site layout, building design and construction inspections. Her areas of expertise include evaluating site and building systems, health and safety conditions, physical and structural conditions, environmental and accessibility concerns, and estimating costs of repairing, replacing, and improving site and building components for Capital Needs Assessments (CNA). Jeanna has extensive knowledge in the preparation of local, state, and federal permit applications, including Site Location of Development Application (SLODA) and Stormwater Permit Applications. She is also responsible for investigations and report documentation necessary to complete Phase I Environmental Site Assessments. She is certified by the State of Maine as a Third-Party Inspector (TPI) of Residential and Commercial Buildings and Maintenance and Inspection of Stormwater Best Management Practices. Jeanna is proficient with the current International Building and Residential Codes, Energy Conservation, Existing Building Codes, ADA Standards for Accessibility, and Life Safety. Jeanna successfully completed the 10-hour Construction Safety and Health in 2020.

PROFESSIONAL HISTORY

2021 – Present

Haley Ward, Inc.
Project Coordinator

2017 – 2021

Haley Ward, Inc.
Senior Project Professional

2004 – 2016

Carpenter Associates
Senior Associate Engineer

2000 – 2004

James W. Sewall Company
Senior Engineering
Technician

1995 – 2000

Lane Supply Company
Field Technician / CAD
Operator

1988 – 1995

James W. Sewall Company
Engineering Technician

**CORE EXPERTISE:**

*Site Layout
Building Design
Capital Needs Assessment
NFPA 101 Life Safety
ADA Standards
Local, State and Federal
Applications and Permitting*

EDUCATION:

*A.S. (1987) Architectural &
Building Engineering
Technology, Vermont
Technical College*

CERTIFICATIONS:

*Certification #101, Third Party
Inspector of Residential
Building Code, Commercial
Building Code, Residential
Energy Code and Commercial
Energy Code*

*Certification #082,
Maintenance & Inspection of
Stormwater Best Management
Practices*

OSHA 10 Hour



PROJECT EXPERIENCE

Grand Lake Stream Fish Hatchery | Grand Lake Stream, Maine

Jeanna currently serves as the Owner's Representative of the construction of upgrades at the fish hatchery located in Grand Lake Stream. She supports the Maine Department of Inland Fisheries & Wildlife with the following tasks of on-site observations, field reports with associated photo logs and overseeing of the construction schedule.

Connor School Renovations | Connor Township, Maine

Jeanna is currently overseeing the \$1.6-million renovation of an existing elementary school that proposes a new secure entrance addition and added mechanical upgrades that include heating and ventilation. She has been involved in many aspects of the renovation, including design, obtaining the State Fire Marshal's permits, bid process, and is now overseeing the construction administration. Jeanna reviews the progress schedule, requests for information, change orders or events, pay requisitions, attends progress and on-site requisition meetings and coordinates the progress with Bureau of General Services, Department of Education, Principal of Connor School, Haley Ward, and General Contractor.

Maine Maritime Academy | Fire Training Facility

Jeanna has been involved with the newly constructed fire training facility at the Bucksport campus. Jeanna's role as project coordinator required reviewing construction drawings and specifications, construction administrative duties, overseeing construction quality and progress. The project included a four-story 40-foot-high structure with the ability for fire extinguishment on three levels, burn rooms, interior stairs and ladders, roof-mounted chop-outs and propane fired props all used to help train multiple fire attacks, search and rescue, and rappelling. The campus site work included a 4-foot drain and 40-foot asphalt apron around the building perimeter, and a parking lot for 29 vehicles. She did on-site observations and reviews of work progress to be in conformance with Contract Documents. She maintained a daily report that included photos, reviewed pay requisitions and worked collaboratively with the Owner, Engineer, Bureau of General Services, and the General Contractor.

CHA Architects | RSU 26 Additions and Renovations

Jeanna's duties included traditional Clerk of the Works services for observing a \$12 million project that included constructing approximately 20,000 square feet of additions, including a 450-seat auditorium and two-story classrooms. The project also included approximately 6,500 square feet of renovation work at the high school and demolition of approximately 6,000 square feet and an addition of 10,000 square-foot upgrade to the elementary school. The campus site work included replacing the competition track and football field, a new Stormwater system, and an expansion to the parking lot. She did on-site observations and



reviews of work progress to be in conformance with Contract Documents. She maintained a daily report that included photos, reviewed pay requisitions and worked collaboratively with the Owner, Architect, and General Contractor.

Machias Savings Bank | Maine

Jeanna's work with Machias Savings Bank on a project in downtown Bangor, The Charles Inn, aided in construction pay requisitions and the progress and quality of work. This was a \$3 million renovation project that opened at the end of 2022. Jeanna acted as the Owner's Representative on a project in Trenton, Maine. Gateway Estates, a new apartment complex, is under construction on the Phase I of the 62-acre property that will eventually have 42-52 units. Jeanna was responsible for the recommendation for disbursement of funds on pay requisitions based on project progress.

Armory Indoor Firing Range | Belfast and Waterville, Maine

Jeanna prepared separate project manuals to be used for contractor bidding that included the plans, elevations, and details for the remediation of the Indoor Firing Range at the Belfast and Waterville Armory to facilitate reuse. She was also involved with the construction management "Type C" Services, throughout the duration of the project, for the Department of Defense, Veterans and Emergency Management.

Code Reviews | Maine

Jeanna was responsible for ensuring the project met NFPA 101 Life Safety Code requirements and obtaining a State Fire Marshal's permit and City of Bangor's Construction Permit for Buck Construction's project. Other projects include KidsPeace to review their facility in Ellsworth and Hardy Construction to perform several code reviews for their multiple projects in Maine. River Church in Bar Harbor; Highview Christian Academy in Charleston, Columbia CTS, Dalegip America of Searsport, and Napa have all hired our services for code reviews.

Old Town/Orono YMCA | Old Town, Maine

The YMCA contacted Haley Ward after receiving an eight-page deficiency letter from the State Fire Marshal. Jeanna provided services to help the YMCA stay in operation, economically meet current codes, and obtain a State Fire Marshal's permit.

Capital Needs Assessments

Jeanna has completed over 125 Capital Needs Assessment (CNA) Reports for multi-family and elderly housing projects. She has also finished CNA reports for the Town of Holden's municipal buildings, Orion Rope Works in Waterville, and Emera Maine's facility in Lamoine, Maine. Her tasks include building and site inspections, review of maintenance, and replacement records to estimate the remaining useful life and compare against the industry standards and determine an estimated cost of repair or replacement. The CNA is a 20-year span report that estimates the valuation for repair of each component.

Justin Hines

Engineering Design Professional

jhines@haleyward.com | 978.648.6025

Justin has 5 years of training and experience in the Civil Engineering field. As an Engineering Design Professional, Justin has a wide variety of experience in water distribution, water storage infrastructure, utility construction observation, and technical design for all the above.

PROFESSIONAL HISTORY

2022 – Present

Haley Ward, Inc.
Engineering Design Professional

2018 – 2021

Haley Ward
Intern, Engineer in Training



CORE EXPERTISE:

AutoCAD
ArcMap GIS
Surveying
Microsoft Office Suite

EDUCATION:

B.S. (2022) Civil Engineering
Worcester Polytech



PROJECT EXPERIENCE

Wareham Tank Rehabilitation, Wareham, MA | 2022-2023

Worked as resident site representative (RPR) to oversee the rehabilitation of interior and exterior coatings on a water storage tank. Made site visits and logged reports detailing the work that had been done along with pictures showing the progress of the work. Reviewed proposed materials lists sent by the contractor to assure that all items complied with the contract.

Stafford St. Tank - Verizon Equipment Upgrade & Sprint Equipment Decommission | 2022

Peer reviewed plans sent by Verizon for an antenna upgrade on the Stafford St. water tank. Sent marked up materials back to Verizon with the needed changes shown. Reviewed materials including the contract drawings, proposed surface preparation plans and proposed structural plans. Conducted multiple rounds of review and communicated with Verizon/ Sprint until the changes reflected the contract.

Pleasant Street Drain Extension | Marblehead, MA

Worked for the town of Marblehead on the design process for a new drainage extension. Created a profile drawing showing the proposed drain line as well as the existing utilities in the road. Reviewed previous drawings and communicated with the gas/ telephone companies in order to accurately locate each utility. Created an estimate spreadsheet showing the needed materials and labor for the project.

Loring Ave Water Main Replacement | Marblehead, MA

Worked with the town of Marblehead on the design of a new 24" water main feeding into one of their pump stations. Created drawings showing the proposed location of the main based on reference from previous drawings. Researched materials to determine the best fit for the project based on the specifications and cost.

Mahardy Grading Project | Florida

Worked remotely with our Florida office on land development for a new property being built. Calculated elevations and slopes around the foundation to adhere to Florida codes. Created CAD drawings for the proposed grading, utility, and environmental controls on the site. Adjusted the design to reflect changes proposed by the owner.

Hudson Eversource Project | Hudson, MA

Served as an onsite inspector for the town of Hudson during the installation of an Eversource transmission line. Created daily reports highlighting the work being conducted each day. Communicated with the town and contractor to keep both parties updated on any changes or issues that came up during the work. Took ties and measurements from exposed utilities to aid the town with their record keeping.



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