B. SUBMISSION REQUIREMENTS

1. Contact information

Developers Collaborative
17 Chestnut Street
Portland, Maine 04101
207-772-7673

Developers Collaborative is an organization of like-minded real estate developers interested in the broad themes of smart growth, sustainability, affordable housing. We are all independent developers, but form partnerships depending on our interests, workloads, and unique abilities tailored to each individual project. On the development side, the Falmouth Workforce Housing Project will be a collaboration between Richard Berman, Jim Hatch, and Kevin Bunker. The actual business entity to carry out the project is an LLC which will be formed upon our selection.

2. Statement of qualifications

Members of the Developers Collaborative team have extensive experience developing workforce, home-ownership housing. Richard Berman and Jim Hatch are currently involved with Heron Cove Condominiums in South Portland, Maine. This ownership project is being developed as a component of Brickhill, the redevelopment of the former Maine Youth Center. After being chosen through a competitive RFQ to redevelop the Youth Center property, Berman Associates conducted an extensive public process to determine the community's needs and desires for the 50-acre parcel made available by the State. One of the key requests of the community was the inclusion of affordable ownership housing as a component of the master plan. The overall plan for Heron Cove calls for 79 condominium units in three phases. The underlying deed from the State of Maine calls for the project to be an "Affordable Housing Community" requiring that 30% of the units be affordable to households at or below 120% of Area Median Income and 1/3 of those to be affordable to households at or below 80% of AMI. Jim Hatch worked closely with the City of South Portland to develop protective covenants to protect the affordability of the 80% units. They will hold soft second mortgages and deed restrictions that create long-term affordability. The City will help make the targeted units affordable with its first-time homeowner assistance program funded through the City's CDBG program.

Jim Hatch has extensive experience developing affordable single-family subdivisions in collaboration with municipalities and local housing committees. He has successfully completed community-based home-ownership projects for the Towns of Frenchboro, Swan's Island and Cutler. In each case, Jim assisted the town in developing the subdivision plan, presenting it to the local planning board, and obtaining project financing that made the homes affordable to lower and moderate-income families. Jim also helped to conceptualize and draft a unique set of ownership documents for each project to protect the long-term affordability of the houses.

From 1991 through 1994 Jim worked with the Swan's Island Affordable Housing Committee to create a plan for developing an affordable housing subdivision on town-owned land. Working with the Town attorney, Jim developed special deed restrictions that preserve the long-term

affordability of the lots once they are sold. To fund this project he completed successful CDBG and Affordable Housing grant applications. The CDBG grant also included funding for construction of a wharf and fish processing facility to provide jobs in the community. In administering the grants, Jim's responsibilities included obtaining the necessary local, state and federal permits for projects as well as procurement and supervision of the engineering firm and contractors who designed and built the projects.

Jim Hatch has served as Executive Director of Freeport Housing Trust since 1989. His work with Freeport Housing Trust (FHT) includes creating workforce ownership housing in two condominium projects. During the real estate downturn in 1991 FHT purchased five condominium units at auction and resold them at affordable prices to individuals working in Freeport. Jim is currently working with FHT on an 8-unit condominium conversion that will sell four of the units at market rates affordable to household at 120% of Area Median Income and four with subsidies to make them affordable at 80% of AMI. In both projects the affordability of the subsidized units is protected by soft second mortgages and deed restrictions developed by Jim and held by FHT.

The Developers Collaborative has brought in a non-profit partner to help develop workforce housing in Falmouth. Coastal Enterprises, Inc. (CEI) has been developing affordable housing for 20 years in many communities across Maine. Projects have included multifamily rentals, assisted living for seniors, special needs housing for those with disabilities, and homeownership projects for first time buyers. Recently, CEI developed two workforce ownership subdivisions (18 and 20 units, respectively) that include a range of house sizes and types, as well as mix of buyer income demographics. Both of these projects included the development of raw land from the planning and permitting stage through design and financing the infrastructure. CEI will continue to build out homes in each of these projects with a focus on meeting the price demands of workforce housing for first time buyers while at the same time building sound, healthy, energy-efficient homes. CEI is also preparing a small subdivision of senior housing in Farmington that will achieve LEED Gold status and be a model for compact, efficient housing with very low energy operating costs.

3. Prior Experience

Members of the Developers Collaborative have successfully completed a number of ownership housing projects with some or all of the units targeted as workforce housing. In particular, Jim Hatch has over two decades of experience working with municipalities and community-based groups to provide home ownership opportunities to local workers. In all cases Jim consulted on the development of the project, found sources of subsidy and created instruments to protect long-term affordability. The principals of Developers Collaborative have also completed several successful affordable rental projects which use many of the same financing tools proposed for this project. Additionally, Richard Berman has a prior history of successful project development in Falmouth. Following is a list of relevant projects:

Workforce homeownership:

1988-1990 **Frenchboro Future Development Corporation**

Twelve-lot subdivision built on donated land with CDBG funds for infrastructure. Affordability of 51% of units at 80% of median.

Contact: David Lunt, Chairman,
Frenchboro Future Development Corp.
Frenchboro, ME 04635, 207-266-2923

1990-1993 **Town of Swan's Island**

Eleven-lot subdivision built on town-owned land, CDBG and state funds for infrastructure. Affordability of 51% of units at 80% of median.

Contact: Dexter Lee, Selectman, Town of Swan's Island
P.O. Box 11,
Swan's Island, ME 04685 207-526-4279

1990-1993 **Community Housing Improvement Project**

Thirteen-lot subdivision on donated land in Bristol, Maine. Mixed income with market-rate sales to subsidize affordable units.

1991-1992 **Freeport Housing Trust/Griffins Woods Condominium**

Five condominium units bought at auction and resold to households at or below 50% AMI with long-term affordability covenants.

Contact: Tom Whelan (Treasurer, Freeport Housing Trust)
Bath Savings Institution
P.O. Box 548
Bath, ME 04530 207-443-6296

1977-1999 **Town of Cutler/Cutler Land, Inc.**

Fourteen-lot subdivision on land donated by Maine Coast Heritage Trust. Created Cutler Land, Inc., a nonprofit to own and develop project for the town. CDBG funds for infrastructure with targeting of 51% of units at 80% AMI.

Contact: David Eldridge, V.P.(President, Cutler Land, Inc.)
Machias Savings Bank
P.O. Box 318,
Machias, ME 04654 207-255-3347

2005-2008 **Heron Cove Condominium**

Seventy-nine unit condominium project developed with Richard Berman. Discounted land price from State of Maine in return for "Affordable Neighborhood" with 30% of units affordable at 120% AMI and 1/3 of those affordable at 80% AMI. City of South Portland provides down payment assistance for 80% AMI buyers and holds affordability covenants.

Contact: James Gailey, City Manager
City of South Portland
25 Cottage Rd.,
South Portland, ME 04106 207-767-7602

2006-2008 **Freeport Housing Trust/Timber Ridge Condominium**

Eight-unit condominium conversion with four market-rate units subsidizing four units affordable at 80% AMI.

Contact: Tom Whelan (Treasurer, Freeport Housing Trust)
Bath Savings Institution
P.O. Box 548,
Bath, ME 04530 207-443-6296

Affordable rental housing.

2001-2003 **Brickhill Townhouses**

66 units of affordable rental housing in South Portland, new construction, funded with Low Income Housing Tax Credits (LIHTC), Community Development Block Grant (CDBG), and Affordable Housing TIF.

Contact: Elaine Clark (former Director, Bureau of General Services)
Director of Facilities, University of Maine at Orono
Bldg. 5703, Suite 18
Orono, ME 04469 207-581-1493

2003-2005 **The Cottages at Brickhill**

43 units of affordable rental housing in South Portland funded with LIHTC, FHLBB Affordable Housing Program (AHP), CDBG, and Affordable Housing TIF. Adaptive re-use of historic buildings with green features incorporated.

Contact: Elaine Clark (same as above)

1999-2001 **Unity Village**

33 units of mixed-income housing in Portland's Bayside (26 units of affordable housing and 7 market rate units), funded with LIHTC, AHP, City of Portland HOME funds and CDBG.

Contact: John Anton, President
Northern New England Housing Investment Fund
183 Middle Street, 3rd Floor
Portland, ME 04101 207-772-8255

2007-2008 **Birch Hill Elderly Housing** ***(in development)***

20 units of elderly affordable housing in downtown Lewiston funded with Low Income Housing Tax Credits and City of Lewiston HOME funds.

Contact: Mark McComas, Deputy Director
Department of Economic & Community Development
City of Lewiston
27 Pine St.,
Lewiston, ME 04240 207-513-3000

Previous projects in Falmouth:

1988-1989 **Winslow Common**

29-lot lakefront subdivision on 62 acres of land with 500 feet of Highland Lake frontage.

1998-2000 **West Falmouth Crossing**

A mixed-use commercial development project anchored by Hannaford Bros. Supermarket.

1998-2000 **Shops at The Crossing**
A 15,000 square foot commercial center adjacent to Hannaford Bros. Supermarket at West Falmouth Crossing.

1999-2001 **BankNorth Office Building**

A 143,000 square foot office building leased by BankNorth.

4. Profiles of key personnel

Please see Appendix A.

5. Statement of current workload

Developers Collaborative's business model is to employ outside consultants for most specialized tasks. For example, a construction supervisor will be used to oversee the construction of Birch Hill Elderly Housing. We also employ all the usual consultants such as engineers, design, legal, accounting, property management, and marketing professionals and are thus free to manage the overall development process. We do take a lead role in securing and negotiating financing. Therefore, we are able to collaborate effectively on multiple projects.

The principals of Developers Collaborative to be involved in this project have a number of projects in the development pipeline at various stages of development. The anticipated timeline

for this project fits in well with our current and anticipated workload. Below is a list of our active projects and a brief summary of their stage of development.

- ***Brickhill*** (Berman and Dirk Thomas) in South Portland, a 50 acre mixed-use community, is nearly completed. A permitted office site awaits a tenant and Heron Cove, an affordable neighborhood condominium development, is in the process of revision.
- ***West End Neighborhood Development*** (Berman, Bunker, and Peter Bass) in Portland, a residential redevelopment of various small former Maine Medical Center-owned parcels, is approaching the permitting stage.
- ***Thomaston Green*** (Berman, Hatch, Bunker) in Thomaston, a 15 acre mixed-use community, is approaching the end of the master planning stage and will likely wait until market conditions improve or an anchor tenant is found.
- ***Birch Hill Elderly Housing*** (Berman, Hatch, Bunker) in Lewiston, a 20-unit elderly affordable housing apartment building, will be breaking ground in late summer 2008.

Additionally, both Hatch and Bunker do some part-time work. Jim Hatch is Director of the Freeport Housing Trust and does some consulting work on Brickhill and Bunker works occasionally as an independent real estate development consultant.

We expect that this project will run more or less concurrently with West End Neighborhood Development. Birch Hill Elderly Housing is more in the immediate term and Thomaston Green probably lies out beyond the anticipated timeline for Falmouth Workforce Housing. Most aspects of Brickhill which remain to be completed are handled by Dirk Thomas, who is a member of Developers Collaborative but not involved in this project.

6. Statement of ability and experience to work with the public

The three central tenets of Developers Collaborative are smart growth, sustainability, and community-based development. Our approach and philosophy is that our projects are often immeasurably improved as a result of collaboration with the public and various stakeholders. While the most salient examples of our public process experience are below, we seek community and stakeholder input on all our projects. Berman Associates, the predecessor of Developers Collaborative, received a Business, Industry and Professional Organizations Environmental Merit Award from the EPA in 2005, which cited projects such as Unity Village and Brickhill for their "collaborations with the neighborhood as well as the city and the state."

Berman Associates entered the community visioning process for West Falmouth Crossing in 1999 with a transit-oriented development scheme featuring mix of uses. The design changed as a result of the community process, as the community evidenced a desire for a mixed-use site but without housing, and featuring architectural design guidelines and a significant conservation component.

In 2001 Berman Associates was selected as a result of a competitive RFP process to develop Unity Village, a 33-unit mixed income affordable community in Portland's Bayside District. Following their selection a community process was entered into which included about 50 members of the general public as well as various community groups and stakeholders. The

workshop materials were distributed in five languages to reflect the diversity of potential tenants in Bayside and the design was adapted in several ways. For example, individual units were designed such that they could be combined into larger ones to reflect the larger family sizes of immigrant families. Unity Village was awarded the annual collaborative award from the Institute of Civic Leadership for its community development process.

Following the selection of a competitive RFQ process in 2000, a community visioning process was held to seek public input on the Maine Youth Center Redevelopment in South Portland, now known as Brickhill. A community consensus developed around mixed use with affordable housing, including an ownership component. Brickhill was developed largely in accordance with the resulting community vision and has won several smart growth awards.

In 2005 Berman Associates was selected as a result of a competitive RFQ process to develop the former Maine State Prison site in Thomaston. Since then, Berman Associates, now Developers Collaborative, has worked closely with a citizen committee to determine the community's vision for the site. The process included a community design workshop held in 2007 attended by about 80 people, upon which the ultimate site design was based. Thomaston Green, as it is now called, is approaching the end of the master planning phase and will go to town-wide referendum on June 10, 2008.

7. Conceptual Proposal: design process and outcome, green design strategies

Our design process began with a technical assessment of the wetland, vernal pool, and stormwater management constraints the team would be faced with on this site. A site walk followed shortly afterwards to familiarize the design team with the features of the site and was followed by a integrated design team charette. This charette gathered the entire team in one room to integrate the observations and ideas with the goals of creating a viable and successful Workforce Housing community that respects local and DEP codes and requirements, makes efficient use of infrastructure, and encourages sustainable construction practices. The attached graphics package describes the results of this process.

Site Walk

The architects and landscape architects spent an afternoon walking the site to get a better sense and feel of the existing landscape. The team noted important features such as the shape of the land, significant variations in grade, and how the specific potential of the site differed depending on location. A range of unique features was documented including prominent outcroppings of ledge and stands of mature hemlocks to the frequent wet areas and the active stream. These could be considered both enhancing features and critical constraints.

The team was able to envision how this specific context may influence the types of housing placed in different locations, with the area to the west of the stream more conducive to single family houses and the eastern area more appropriate for townhouses and shared common space. It was apparent that by grouping denser occupancies and uses toward the front of the site, we could reduce the infrastructure impact deeper into the site. By following this idea, decisions could be made about placement of units that not only made design sense but would allow affordable site development as well.

It also became clear that it would be crucial to maintain a forested buffer between newly

developed areas and the critical adjacencies such as The Woodlands, the new Public Safety Building and The Falmouth Connector.

A strong sense existed that a scheme that did not specifically account for all the aforementioned site constraints would not be viable economically, much less successful in the design goals laid out in the RFP.

Design Charette

Following the site walk, the entire team met for a design charette focused on the site design. To further the observations made on site, input from the civil engineers on wetland sensitivity, setbacks, and stormwater planning needed to be incorporated. The challenge was to use innovative design, both on the site and in the construction of the units themselves, to elevate the experience of the people living in this community.

Our aspirations were these:
-Can we use the natural features and constraints to optimize the residents' experience within the community while providing a sense of connection to Falmouth as a whole?
-By employing innovative, sustainable design, both on the site and in the building construction, can we elevate what Workforce Housing can be?

The requirements to retain stormwater from a 100 year event required creative thinking. With limited areas on site for retention and the extensive ledge visible on site, it became important to retain as much pervious area and intact tree cover as possible to allow for stormwater treatment through natural methods. The size of detention ponds is yet to be determined, but an innovative alternative was suggested: create detention across Woods Road on Town of Falmouth property as the Skitterygussett flows across the road and back under. There are several low areas that might form natural detention areas and not burden an already limited site with large detention ponds.

Design Outcome

A building design strategy was developed of breaking the housing units up into 3 primary types: townhouses, duplexes, and single-family houses, for a total of 48 units. Each type was grouped to achieve different levels of density on unique portions of the site – townhouses to the east of the stream crossing and combined duplexes and single-family units dispersed throughout the western portion of the lot. By moving the less dense development deeper into the site, the level of traffic and human activity would appropriately decrease, as would the total infrastructure required to cross the stream.

The units themselves were oriented to have roofs facing within 30 degrees of south to utilize both passive and active solar technologies whenever possible.

Knowledge of traffic loads and circulation patterns around the existing landforms was crucial in order to further define useful and desirable areas for development of units and meet other goals. One such goal was to construct a precast concrete bridge instead of steel culverts to allow the stream and its inhabitants to retain their natural flow patterns. Another goal was to create an irregular loop road on the western portion of the site to preserve as many important natural features as possible (rock ledge, views, relationship to stream) and economize on the overall paving required by eliminating emergency vehicle hammerheads. An overarching intent was to minimize site disruption.

Housing Types/Neighborhood Design

An advantage of the three housing types proposed is that they allow for a diversity of unit types and therefore a diversity of occupants. While the single family homes are three bedroom, the townhouses and duplexes range from one to three bedrooms, allowing for a diversity of family sizes and configurations. One could even envision a couple transitioning from a small one or two bedroom town house to a single family home as their family grows. While the units have not been fully designed, our massing studies show simple masses and traditional gable roof forms, creating a cohesive architectural community in the style of the New England village.

The use of modern materials will be encouraged along with the incorporation of sustainable design strategies such as orientation for maximum active and passive solar gain and methods of construction that reduce the need for expensive mechanical systems. While the groupings of buildings will occupy two distinct areas of the site, the architectural styles will provide a level of cohesion throughout the site, enhanced by consistent landscape features such as lighting, signage and landscape elements (plantings, benches, playgrounds, etc.)

Green Building Strategies: Sustainable and Attainable

In recent years, interest in green building design has increased as the general public becomes more knowledgeable about the connections between the built environment and energy consumption as well as a general concern about creating buildings that are healthier for their occupants. Green building, or sustainable building focuses on simple yet sophisticated strategies to reduce the overall impact of buildings on the land, on the environment and on human health.

All members of our team are well versed in the principles and practices of green design and many have become LEED accredited professionals through the U.S. Green Building Council. Kaplan Thompson Architects, led by two LEED Accredited professionals currently has four houses under construction that are on track to receive a gold or platinum LEED rating and is also working on a multi family project that is aiming for a high level of LEED certification. We believe that achieving LEED PLATINUM certification is a challenging but reachable goal within the parameters of the prescribed budget for this project, and we plan to employ many of the following strategies that we are regularly use in other projects:

- Create smaller, extraordinarily compact and efficient designs through use of flexible spaces within units
- Utilize heavily insulated frost-protected, slab-on-grade construction, for thermal mass storage and a decrease in excavation/foundation costs, especially in a site with ledge and high groundwater
- Super-insulate walls, roof and slab to add to the overall comfort of occupied spaces AND decrease Mechanical systems costs
- Downsize mechanical systems to decrease the use of and dependence on fossil fuels and reduce equipment servicing by owners
- Install Solar thermal panels or Evacuated Tubes to provide domestic hot water and a portion of the heat for all occupants, significantly reducing utility costs
- Use dry-blown cellulose insulation, a recycled product, throughout to allow for affordable, tighter, more energy efficient building assemblies.
- Energy-model and test representative buildings for air-tightness to determine projected yearly utility costs and access Energy Star builder tax credits
- Properly size overhangs, based on weather data and computer modeling to allow or limit

sunlight into spaces as seasons require

- Construct interior light shelves to increase penetration of natural light into space, further reducing dependence on artificial light and decreasing energy costs
- Proportion smaller units to increase the ratio of interior volume to exterior skin, further reducing heat loss
- Design units on even 2-foot building modules in order to minimize waste
- Use durable, local and environmentally responsible materials throughout
- Require that all paints, sealants and adhesives will have minimal or no Volatile Organic Compounds to outgas to the interior spaces
- Designate that all plumbing fixtures are to be "low-flow", toilets to be dual-flush, to minimize water usage
- Designate that all lighting will be fluorescent, to reduce energy usage
- Designate that all appliances will be Energy-Star rated, to reduce energy usage

7a. Number and types of units proposed

7a. The proposed number and type of units is found in the table below. For more information, please see Appendix B and the remainder of Section 7.

Unit Type	SF	Phase 1	Phase 2	Total
1 BR Townhouse Condo	700	8	0	8
2 BR Townhouse Condo	900	10	0	10
2 BR Duplex Unit	950	0	8	8
Habitat 2 BR Duplex	950	0	4	4
3 BR Single-Family Home	1100	0	16	16
Habitat 3 BR Single Family Home	1100	0	2	2
Total Units		18	30	48