

Proposal Response to Cape Elizabeth RFP by Ashlock and Company LLC

It is my distinct honor to submit a response to Cape Elizabeth’s RFP to undergo a Housing Diversity Study to assess current housing conditions and provide options to create affordable housing.

1. The study will evaluate current housing costs, needs, impacts on services and other relevant elements in the town and will recommend actions to create more affordable and attainable housing opportunities in the Town of Cape Elizabeth. The study will provide a wide range of options for the town to consider.

Task 1: Data Package

Ashlock and Company will collect and package housing data on current housing inventory, occupancy, diversity of units and affordability in the Town of Cape Elizabeth and comparison communities. Using both the 2019 comprehensive plan and 2020 US Census data, Ashlock and company will identify housing data elements pertinent to the development of the Housing Diversity Study. Alongside data about Cape Elizabeth, Ashlock and Company LLC will identify three other benchmark communities similar in demographics, income data, housing affordability, coastal proximity, and population to Cape Elizabeth that conducted and implemented affordable housing measures and will package that data. Packaging and digestion of this data is expected to be complete by April 29, 2022. Following the collection and digestion of the data, an analysis will be conducted to lay out the implications of the data. An analysis of 3 benchmark communities alongside a current analysis of Cape Elizabeth’s data will be provided by April 29, 2022. This will include a *gap analysis* of what ‘successful’ affordable housing benchmark communities have alongside what Cape Elizabeth currently has, to identify what’s missing from Cape Elizabeth’s housing inventory. This will also include a *gap analysis* of what the surrounding Cumberland County has for housing units in comparison to Cape Elizabeth.

Primary Goal of Task 1: Verify where Cape Elizabeth is in relation to the surrounding county and benchmark communities in order to establish what is needed for them to be successful in providing diverse housing options.

	4/6/2022	4/13/2022	4/20/2022	4/27/2022	4/29/2022
Task 1					
Cape Elizabeth Data					
Benchmark #1 Established					
Benchmark #1 Data					
Benchmark #2 Established					
Benchmark #2 Data					
Benchmark #3 Established					
Benchmark #3 Data					
Cumberland County Data					
Gap Analysis Cape Elizabeth - County					
Gap Analysis Cape Elizabeth - Benchmarks					
Task 1 Presentation/Written Report					

Task 2: Specific housing creation goals

Ashlock and Company LLC will draft specific affordable housing creation goals, which shall include a targeted total number of affordable housing homes to create over the next 10 years, and may also include types of housing, size of housing units (bedrooms), split of rental/ownership

housing and range of affordability (50-120% of area median income). Ashlock and Company LLC will identify attainable goals that were envisioned and executed upon in benchmark communities with the data from Task 1 showing benchmark communities' ability to meet these goals. Alongside this research, specific town feedback will be considered to tailor these goals to what the community envisions taking place in the town. Identify specific Key Performance Indicators that will allow the Town to monitor progress in the future. This Task will be completed by June 6, 2022.

Primary Goal of Task 2: Identify specific goals that will close the gaps identified in Task 1, and identify a strong set of Key Performance Metrics that can be monitored by the town in the future.

	4/29/2022	5/4/2022	5/11/2022	5/18/2022	5/25/2022	6/1/2022	6/6/2022
Task 2							
Secondary Research on Housing Creation goals for successful models							
Identify tactics employed successfully in other communities							
Identify particular ratio of affordable housing in relation to what other communities have created.							
Identify specific number of affordable housing units needed to meet acceptable standards							
Total Number of Affordable housing homes to create over the next 10 years and may include types of housing, size of housing units (bedrooms), split of rental/ownership housing and range of affordability (50-120% of area median income).							
Identify Key Performance Indicators with benchmark measurement tactics							
Task 2 Presentation/Written Report							

Task 3: a. Land Use changes

Ashlock and Company LLC will develop a list of land use regulation options to align town development requirements with affordable housing targets. Options will be wide ranging and potentially include affordable housing creation methods not currently in use in the Town. Options will align with available affordable housing funding programs, reflect the limited amount of land available for development and ready availability of infrastructure. Utilizing benchmark town information on successful affordable housing initiatives as its initial bank of options and expanding upon that with secondary research of other land use changes that have assisted other communities, and considering community feedback, Ashlock and Company LLC will provide a broad array of low to high impact measures that the Town could adopt.

Task 3: b. Other municipal actions

Ashlock and Company LLC will develop a list of other affordable housing production options, including but not limited to use of municipal land or town purchase of land for development of affordable housing and transfer payments to service center communities to create affordable housing. During this stage it makes the most sense for Ashlock and Company LLC to get a sense for existing ideas in Cape Elizabeth to diversify the housing inventory, if applicable, to understand the path of least resistance for policy decisions. Utilizing benchmark town information on successful affordable housing initiatives as its reference point and expanding upon that with secondary research of other municipal actions that have assisted other communities, and then prioritizing those recommendations relative to local preference for the recommendations, Ashlock and Company LLC will develop a comprehensive set of municipal actions that can be taken with an expected completion date of July 29, 2022.

Primary Goal of Task 3: Create a roster of policy tools that will help the town diversify housing options, including a scale of impact from low to high for each policy tool, and identify policies that have traction, if any, already in the community.

	6/8/2022	6/15/2022	6/22/2022	6/29/2022	7/6/2022	7/13/2022	7/20/2022	7/27/2022	7/29/2022
Task 3a Land Use Changes / Task 3b Other municipal actions	[Green bar]								
Identify sources of affordable housing funding programs	[Green]	[Green]							
Identify successful land use changes in other communities to inform policy research.	[Green]	[Green]							
Develop list of policy recommendations		[Green]	[Green]	[Green]	[Green]	[Green]			
Understand impacts of each policy recommendation			[Green]	[Green]	[Green]	[Green]	[Green]		
Catalog all municipal land or land available for purchase in Cape Elizabeth					[Green]	[Green]	[Green]		
Identify other community municipal actions to create more diverse housing								[Green]	[Green]
Task 3 Presentation/Written Report									[Green]

1. Bio and References

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Resume enclosed.

References:

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2. As stated in Part 1, Ashlock and Company LLC will adhere to the following schedule of completion:
 - a. Task 1: Completed no later than April 29, 2022.
 - b. Task 2: Completed no later than June 6, 2022.
 - c. Task 3: Completed no later than July 29, 2022.
3. Similar work was completed in my contribution to the strategic plan of the Maine Spaceport Initiative – which is in completed format, the appendices are still being organized. Ashlock and Company LLC was responsible for the research and analysis of the industry assessment, including a gap analysis of Maine aerospace firms relative to the aerospace industry supply chain, a funding analysis of other benchmark spaceport entities, and a rough order of magnitude cost estimate of a proposed Maine Space Complex, alongside an assessment of risk capital in the new space economy. You can find this report at the following address: <http://www.ashlockandcompany.com/portfolio> password: CapeElizabethAccess
4. The cost for Ashlock and Company LLC to perform the project will be \$39,500.
5. Yes, Ashlock and Company LLC can be available for additional work after the study is done to provide staff support to an ad hoc affordable housing committee.