

VII. Appendices

1. Staff Job Descriptions

Dennis Lajoie
Employee Name

COMMUNITY CONCEPTS, INC.
JOB DESCRIPTION
Director of Real Estate and Subsidiary Operations

HOURS AND JOB SITE:

This is a regular full time position, 40 hours per week. Evening and/or overnight meetings are required. The primary work site is the South Paris office.

STATEMENT OF DUTIES AND RESPONSIBILITIES:

The Director of Real Estate and Subsidiary Operations is responsible for the formulation, development, implementation and operations of the real estate development activities within the corporation and associated subsidiaries. Additionally is responsible for the expansion of real estate sales and lending activities.

SPECIFIC DUTIES:

IMPROVES RESULTS by assessing performance; diagnosing problems; recommending courses of action.

IMPROVES THE EFFECTIVENESS OF PROGRAM STRUCTURE by studying the clarity of mission, strategy, objectives, priorities, division of work, accountabilities and communications systems.

RESPONSIBLE FOR SEEKING AND DEVELOPING low income real estate development opportunities for target populations and maintaining a high level of expertise in all areas of real estate development, real estate sales and lending activities

DIAGNOSES & RESOLVES PROGRAM PROBLEMS by examining performance records; interviewing staff regarding efficiency, effectiveness, morale and climate. Resolves problems by presenting evaluation options; guiding decisions; recommending courses of action.

IMPROVES PROGRAM RESULTS by identifying potential projects; introducing new practices; presenting action plans; defining and recommending policies and procedures; designing and conducting team building.

MAINTAINS & IMPROVES SERVICE QUALITY by creating and enforcing quality assurance policies and procedures; collaborating with other members of management to develop new services methods and designs.

MONITORS CONTRACT COMPLIANCE by determining compliance need for amendments or extensions; arbitrating claims or complaints.

ACHIEVES FINANCIAL OBJECTIVES by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective action.

DEVELOPS MARKET STRATEGY by studying economic indicators; identifying current and future needs; monitoring the competition.

MAINTAINS & IMPROVES RELATIONS WITH CUSTOMERS, LENDING SOURCES, AND INVESTORS by organizing and developing specific relations programs.

INFLUENCES PRESENT & FUTURE SERVICES by determining and evaluating current and future market trends.

ESTABLISHES PROJECT OBJECTIVE S by analyzing programs and collaborating with management.

ESTABLISHES PROGRAM PLANS by determining time frames, funding, and staffing; approving program schedules.

ORGANIZES PROGRAM STAFF by recruiting, selecting, orienting and training staff members; assigning responsibilities; approving contractors.

COMPLIES WITH STATE, FEDERAL, LOCAL, LENDING, AND INVESTOR REGULATIONS by having full knowledge of laws and regulations and coordinating with government agencies and other funding sources.

COMPLIES WITH FEDERAL, STATE, LOCAL, LENDING, AND INVESTOR LEGAL REQUIREMENTS by studying existing and new legislation, anticipating future legislation, enforcing adherence to requirements, advising management on needed action.

MAINTAINS PROFESSIONAL AND TECHNICAL KNOWLEDGE by attending educational workshops, reviewing professional publications, establishing personal networks, and participating in professional societies and associations.

CONTRIBUTES TO TEAM EFFORT by accomplishing related results as needed, actively participating in program and agency-wide teams.

SUPPORTS AGENCY by participating in agency-wide activities; being involved in community activities, fostering a spirit of cooperation, and creating a revenue generating center for the organization.

FINANCIAL ACCOUNTABILITY:

This position has primary accountability to an annual program level of \$10 million dollars.

CORPORATION RESPONSIBILITIES: by providing operational oversight of lending and development subsidiaries as assigned by the subsidiary CEO.

SUPERVISOR:

Executive Director/CEO of Subsidiaries

SUPERVISES:

Directly supervises Real Estate Development and Lending Managers

SUPERVISORY RESPONSIBILITIES:

Supervisors involved in the day to day operations serve as the bridge between management and employees by leading, motivating, and implementing the agency's policies effectively and fairly; influencing how employees feel about the organization; interacting appropriately; promoting understanding and application of solid technical skills; by treating their employees fairly; fostering teamwork; and acting responsibly to create a positive work environment.

Directly supervises Real Estate and Subsidiary Operations managers and carries out supervisory responsibilities in accordance with Community Concepts, Inc.'s policies and applicable laws. Through regular meetings and by providing guidance and recommending courses of action ensures all managers

are aware of all rules, regulations and standards to assure compliance with directives issued by governmental and regulatory agencies. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

Education/Experience:

BS/BA degree in appropriate field. Appropriate Masters Degree preferred. Ten years of related experience of which five years should be in a management level non-profit position; demonstrated capabilities in handling complex, multifaceted budgets, funding sources, investor requirements and programs.

Other Skills & Aptitudes:

Proven written and oral communication skills; analytical and problem solving skills; demonstrated leadership and team building skills; ability to conceptualize, propose and implement new programming; must have the ability to work and communicate effectively with all levels of staff and funding sources and the public at large. Must be of sound character.

Physical Requirements:

1. Sedentary work: exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull, or otherwise move objects including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
2. Physical activities that apply to the essential functions: Reaching: extending hand(s) and arm(s) in any direction. Lifting: raising objects from a lower to a higher position or moving objects horizontally from position-to-position. This factor is important if it occurs to a considerable degree and requires the substantial use of the upper extremities and back muscles. Fingering: Picking, pinching, typing or otherwise working, primarily with fingers rather than with the whole hand or arm as in handling. Grasping: Applying pressure to an object with the fingers and palm. Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching with skin, particularly that of fingertips. Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly. Hearing: Perceiving the nature of sounds at normal speaking levels or without correction. Ability to receive detailed information through oral communication, and make fine discriminations in sound. Repetitive motions: Substantial movements (motions) of the wrists, hands, and/or fingers.
3. Visual acuity: the worker is required to have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; expansive reading; visual inspection involving typographical errors.
4. Working conditions: the worker is subject to inside environmental conditions: Protection from weather but not necessarily from temperature changes. Otherwise normal office conditions.

This Position is Designated As: Exempt

STATEMENT OF UNDERSTANDING:

I certify that I have read the job description of Director of Real Estate and Subsidiary Operations and I understand the responsibilities required within. I understand that my employment with Community Concepts, Inc. is "at will" which means that employment can be terminated with or without cause, and with or without notice, at any time, at the option of either Community Concepts, Inc. or myself, except as otherwise provided by law. I understand that an evaluation will be made of my performance and that failure to meet the responsibilities specified in the Job Description or Employee Manual may be grounds for termination.

In addition to the above, I certify that all equipment, documents and materials received by me during

my employment with the Agency will be returned upon my termination.

Employee Signature

Date

Supervisor Signature

Date

09-05 Bjd/Jmh

Matthew M Smith
COMMUNITY CONCEPTS, INC
JOB DESCRIPTION
ADMINISTRATION

Executive Director & Chief Executive Officer

HOURS AND JOB SITE:

This is a regular full time position with flexible scheduling, with evening and overnight meetings required. The primary work site is the South Paris office.

STATEMENT OF DUTIES AND RESPONSIBILITIES:

The Executive Director is responsible for the overall leadership of Community Concepts, Inc. in meeting its mission and goals. The Executive Director is responsible for the development and implementation of the long-term strategic plan, oversees the operation of the agency, designs the organizational and management systems, allocates resources and ensures proper controls. The Executive Director is the chief spokesperson for the agency and works with the Board of Directors to develop policy. The Executive Director is the Chief Executive Officer of Community Concepts, Inc. and its subsidiaries and reports to the President of the Board of Directors.

SPECIFIC DUTIES:

LEADS THE ORGANIZATION'S PLANNING AND STRATEGY by ensuring the development of a long-term strategic plan; establishing goals and objectives and action plans that meet the needs of those to be served; involving customers, community and the Board in completing the community needs assessment and recommending the Long Range Plan for approval of the Board of Directors.

MANAGES AND DIRECTS THE ORGANIZATION IN ACHIEVEMENT OF ITS GOALS by establishing plans to ensure consistent, timely progress through lead managers or integrated teams toward strategic goals and objectives; allocating resources necessary to achieve the desired outcomes and monitoring annual results and reporting to the Board of Directors.

PROVIDES LEADERSHIP TO ASSURE UNDERSTANDING AND COMMITMENT TO THE MISSION OF COMMUNITY CONCEPTS by guiding and supporting employees in fostering a culture that embraces the mission of the organization; by promoting the effective delivery of services that honor the dignity of those we serve and fulfills our mission; and by advocating for the needs of the vulnerable citizens we serve by acting as the chief spokesperson for the agency and its mission.

ATTRACTS, TRAINS AND RETAINS A SKILLED WORKFORCE by developing effective recruitment, training, retention and employment practices; by developing and maintaining policies and practices that assure a positive and ethical work environment; by providing meaningful work and satisfaction based on performance results; by demonstrating practices which are inclusive through valuing diversity, participation, training, recognition and advancement.

ENSURES THAT THE AGENCY DEVELOPS AND MAINTAINS CAPACITY FOR THE FUTURE by building and strengthening the core capabilities of the agency; by designing successful program models; by achieving performance based results; and by partnering with funding sources and other entities who share common goals.

PROVIDES DEPTH OF MANAGEMENT FOR SUCCESSION FOR THE FUTURE OF THE AGENCY AND STRENGTHENS PROGRAM LEADERSHIP by developing and retaining

leaders at the corporate and program management levels; by training to strengthen individual skills and organizational development skills; by working in integrated teams to assure broad based knowledge and experience; by designing annual and long range goals through broad participation to be achieved by the leadership and management teams; and by evaluating corporate performance in the achievement of goals.

OVERSEES THE ADEQUACY AND SOUNDNESS OF THE ORGANIZATION'S FINANCIAL SYSTEMS, PROCEDURES AND RESULTS by establishing appropriate annual and long-term financial objectives; by assigning adequate management resources to develop financial systems and monitor results; and by ensuring that appropriate systems are maintained to protect assets and maintain effective control of operations.

PROVIDES SUPPORT TO THE BOARD OF DIRECTORS AND ITS COMMITTEES by providing technical support and staff assistance to the Board and its committees; by working closely with the Board to keep them informed on the status and development of the agency; and by implementing policies adopted by the Board and recommending policy for consideration.

PROVIDES SYSTEMS, FINANCIAL, AND PERFORMANCE OVERSIGHT TO ALL SUBSIDIARY ORGANIZATIONS THAT NOW OR IN THE FUTURE MAY EXIST TO FURTHER THE MISSION OF COMMUNITY CONCEPTS. Generally provide the same level of oversight to subsidiaries as is provided under this job description Community Concepts, Inc.

FACILITATES A COOPERATIVE WORKING RELATIONSHIP BETWEEN THE BOARD OF DIRECTORS AND HEAD START POLICY COUNCIL by supporting the development of a plan for active communications between the Board and Policy Council; by providing opportunities for committee work or joint training programs; and by maintaining an effective cooperative plan and mediation policy.

SUPERVISOR:

President of the Board of Directors

SUPERVISES:

The Deputy Director and Chief Operating Officer, the Chief Financial Officer, the Executive Manager and other positions as may be added in the future. Overall responsibility for all Community Concepts employees.

Supervisors involved in the day to day operations serve as the bridge between management and employees by leading, motivating, and implementing the agency's policies effectively and fairly; by influencing how employees feel about the organization; by interacting appropriately; by promoting understanding and application of solid technical skills; by treating their employees fairly; by fostering teamwork; by acting responsibly to create a positive work environment; and by carrying out supervisory responsibilities in accordance with Community Concepts, Inc.'s policies and applicable laws.

Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS:

Education/Experience

Bachelors Degree with advanced training in appropriate field and a minimum 7 years experience in progressively responsible positions in senior management with a record of demonstrated leadership and excellent performance in public or nonprofit organizations.

Other Skills & Aptitudes

High level of knowledge and professional competence in leading a large, multi-dimensional human service and development organization. Proven skills in enlightened leadership, problem solving, decision-making and teamwork. Demonstrated communication skills, written and oral, sufficient to be effective in conducting the business of the agency and representing the agency and its mission.

Knowledge and experience of public policies, services and issues that directly affect vulnerable citizens; understanding of human and organizational dynamics; experience working with a Board of Directors and an ability to work and communicate effectively with all levels of staff and the public at large; knowledge of and experience with financial/budget planning, management and reporting.

Sound character; ability to think abstractly and conceptually; ability to set strategic objectives and delegate effectively; ability to analyze problems, identify alternative solutions, select and implement the best alternative, and communicate the logic; willingness to travel and work flexible hours as needed.

This position is designated as: **EXEMPT**

STATEMENT OF UNDERSTANDING

I certify that I have read the job description of **Executive Director and Chief Executive Officer** and I understand the responsibilities required within. I understand that my employment with Community Concepts, Inc. is "at will" which means that employment can be terminated with or without cause, and with or without notice, at any time, at the option of either Community Concepts, Inc. or myself, except as otherwise provided by law. I understand that an evaluation will be made of my performance and that failure to meet the responsibilities specified in the Job Description or Employee Manual may be grounds for termination.

In addition to the above, I certify that all documents and materials received by me during my employment with the agency will be returned upon my termination.

Employee Signature

Date

President, Board of Directors

12/2004

EEO designation:

W/C code:

COMMUNITY CONCEPTS, INC.
JOB DESCRIPTION
ADMINISTRATION
DIRECTOR OF FINANCIAL OPERATIONS

SUMMARY: The Director of Financial Operations is the chief financial officer of the Agency and is responsible for the development, interpretation, coordination and administration of the Agency's policies on finance, accounting, insurance, data processing, payroll, and internal controls and auditing. He/she is responsible for the maintenance of records and procedures to adequately safeguard the assets of the Agency.

MAJOR SPECIFIC RESPONSIBILITIES:

1. Direct the financial affairs of the Corporation. Plan, organize and coordinate the financial policies for the Agency to control receipt of revenue, expenditure of funds and conservation of Agency assets.
2. Coordinate and control financial activities within the accounting department and throughout the Agency.
3. Conduct ongoing analysis of Financial Operations, establish and integrated financial plan of operation (short and long term) compatible with Agency objectives.
4. Guide, interpret, analyze and communicate financial and statistical data to management and to the Board of Directors to aid in the decision making process.
5. Responsible for preparation of budgets, financial reports and financial forecasts as required by Agency management or funding sources.
6. Establish a plan of control by means of a formal budget program, providing a standard of measurement so that actual performance can be evaluated.
7. Administer the development of the Agency's data processing operation.
8. Evaluate and recommend changes when needed, in the fee for service and reimbursement structure.
9. Keep abreast and ensure that his/her staff are aware of all rules, regulations and standards to assure compliance with orders or directives issued by duly constituted governmental / regulatory agencies. This covers such areas as financial and billing reporting procedures; federal wage - price guidelines and Single Agency Audit.
10. Maintain custody of all titles, deeds and other official documents relating to the property of the Agency, of all moneys, funds and securities belonging to the Agency.
11. Participate in discussions and planning with management and the Board of Directors on (a) financial impact of program/organization diversification, (b) management of the Agency's portfolio of investments, (c) construction or renovation of agency facilities, (d) lease arrangements, and (e) equipment purchases.
12. Provide adequate cash liquidity and forecasting to meet operating and capital expenditures.
13. Develop policies on financial procedures, procurement, cost allocation, inventory, internal controls, internal audit / review procedures, and budget approval.

14. Plan educational programs in the area of financial management and data processing orientation / usage for the Agency's management and supervisory staff.
15. Recruit new personnel for key positions and evaluate personnel under own direction.
16. Keep the Executive Director informed about conditions in areas under own direction.
17. Participate in the greater community to enhance the Agency's working relationships in the community and to build recognition of the Agency as a good corporate citizen.
18. Assume all other duties as assigned.

SUPERVISOR:

Executive Director

SUPERVISES:

Financial Manager
Administrative Bookkeeper
Fiscal Assistants
Fiscal Assistant/Secretary
Client Information Systems Manager
Data Entry Clerk
Other Fiscal office Staff Assigned

QUALIFICATIONS:

Education/Experience:

Bachelors Degree in accounting, finance, or business administration, and/or certified by the State Board of Certified Public Accountants preferred. Usually requires you to have worked 5 to 7 years in a provisory or managerial position. Usually requires twelve months on -the-job training to become familiar with agency policy and procedures.

Other Skills & Aptitudes: Must have excellent oral and written communication skills. Must possess analytical and problem solving skills. Must possess leadership, technical and professional accounting skills. Must be able to develop financial and other operational systems to accurately control agency financial activities, and understand and make decisions about computer hardware and software capabilities.

Must also be able to interpret and explain financial statements and other financial / reimbursement issues to management and the Board of Directors. Must be of sound character. Must have the ability to work and communicate effectively with all levels of management both within and outside the areas of his/her responsibility.

STATEMENT OF UNDERSTANDING

I certify that I have read the job description of **DIRECTOR OF FINANCE** and I understand the responsibilities required within. I understand that my employment with Community Concepts, Inc. is "at will" which means that employment can be terminated with or without cause, and with or without notice, at any time, at the option of either Community Concepts, Inc. or myself, except as otherwise provided by law. I understand that an evaluation will be made of my performance and that failure to meet the responsibilities specified in the Job Description or Personnel Policy may be grounds for termination.

In addition to the above, I certify that all equipment, documents and materials received by me during my employment with the Agency will be returned upon my termination.

Community Development Services, Inc. was formed in 1994 as a consulting firm to assist non-profits and other community based organizations in areas of affordable housing and community development. As such, the company specializes in a wide range of consulting services including development, financing, and construction management.

Given the stream of changes and declining resources flowing from the federal government, the non-profit housing and community development network is facing a difficult challenge. Many of the challenges facing these organizations in housing and community development involves the complexity associated with piecing together multiple equity and debt sources, layering subsidies, and coordinating the active participation of a multitude of players. The devolution of federal policy has left community-based organizations with some of the most difficult challenges and responsibilities of development. Community Development Services was formed for the specific purpose of assisting local development organizations meet these challenges.

Financing strategies have typically involved putting together multiple sources of funding that often includes the Federal Housing Tax Credit program. This program was enacted as part of the Tax Reform Act of 1986 and provides investors in the projects a credit against their federal income taxes based on the eligible cost of developing the housing. Tax credits are the principal federal incentive for the production of affordable multi-family housing. The principals of the company have extensive experience working with the program and have been directly involved in more than 20 tax credit projects since 1990.

The company works with a limited number of clients in Maine, New Hampshire, and Vermont. The intent in forming the company was to bring together diverse backgrounds and skills in areas that are important to successful development, and which allows our clients to expand their development capacity.

Thomas D. Lewis is a co-founder and Principal of Community Development Services. Previously, he was employed as Senior Development Officer for a major affordable housing development company that operates throughout New England. He has over 25 years of experience in real estate finance, including 20 years in banking and commercial lending. He currently is a Board member and Treasurer of a community based non-profit organization in Maine.

Joseph Ponzetti is a co-founder and Principal of Community Development Services. He has over 20 years experience in the development, construction, and rehabilitation of housing and commercial property. His previous family owned construction business built over \$40 million of residential and commercial property, including 500 units of multi-family and single family housing. He is currently a panel member of the American Arbitration Association and past President of the Homebuilders Association of Maine.

82 Bowdoin Street
Yarmouth, Maine 04096
Phone (207) 846-0400

128 Salmon Falls Road
Hollis Center, Maine 04012
Phone (207) 929-3355

**Budgets: Pre-development, Permanent Sources and Uses,
Construction-Flow of Funds and Year 1 Stabilized after 100%
rent-up.**

Predevelopment	1	2	3	4	5	6	8	9	10	Totals
<u>Sources</u>										
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flow		1,360	6,720	8,080	19,440	22,570	21,297	18,507	8,217	2,077
Maine State		\$	\$	\$	\$	\$	\$	\$	\$	\$
Housing	\$ 1,500	3,000	3,500	5,000	7,500	11,500	10,000	6,000	12,000	60,000
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Community Concept	\$ 6,000	8,500	7,000	14,000	10,500	12,000	12,000	9,500	15,000	94,500
Maine Technical					\$					\$
Assistance	\$ -	\$ -	\$ -	\$ -	2,400	\$ -		\$ -	\$ -	2,400
		\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$ 7,500	12,860	17,220	27,080	39,840	46,070	43,297	34,007	35,217	158,977
<u>Uses</u>										
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Staff Time -Dennis	\$ 1,540	1,540	1,540	1,540	1,620	1,623	1,640	1,640	1,740	14,423
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Travel	\$ 100	100	100	100	100	100	100	100	100	900
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Fringe 35% of Salary	\$ 500	500	500	500	550	550	550	550	800	5,000
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Rent, heat, supplies	\$ 500	500	500	500	500	500	500	500	500	4,500
\$500 per month		\$	\$	\$	\$	\$	\$	\$	\$	\$
Architect/Engineers	\$ 1,500	1,500	1,500	3,000	7,500	20,000	20,000	20,000	25,000	100,000
Development					\$					\$
Consultants	\$ -	\$ -	\$ -	\$ -	5,000	\$ -	\$ -	\$ -	\$ -	5,000
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Legal	\$ 2,000	2,000	2,000	2,000	2,000	2,000	2,000	3,000	3,000	20,000
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Planning Board	\$ -	\$ -	500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	500
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Phase 1 Report	\$ -	\$ -	2,500	\$ -	\$ -	\$ -	\$ -	\$ -	2,000	4,500
		\$	\$	\$	\$	\$	\$	\$	\$	\$
	\$ 6,140	6,140	9,140	7,640	17,270	24,773	24,790	25,790	33,140	154,823
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Cash Flow	\$ 1,360	6,720	8,080	19,440	22,570	21,297	18,507	8,217	2,077	4,154

PERMANENT SOURCES & USES OF FUNDS		
SOURCES OF FUNDS		
Maine State Housing Authority (Capital Subsidy)	\$	600,000
City of Lewiston - HOME	\$	300,000
City of Lewiston - HOME	\$	60,000
General Partner Capital	\$	125,400
General Partner - Deferred Development Fee	\$	205,100
Limited Partner Capital*	\$	4,710,000
TOTAL SOURCES OF FUNDS	\$	6,000,500
Annual Tax Credits	\$	500,000
Raise	\$	0.0942
USES OF FUNDS		
ACQUISITION COST		
Purchase Price	\$	300,000
Transfer Tax / Recording Fees	\$	2,000
<i>Subtotal - Acquisition Costs</i>	\$	302,000
CONSTRUCTION		
Construction - Hebert	\$	3,500,000
Construction Contingency - 5%	\$	175,000
Construction Manager - Advisor	\$	105,000
Furnishings & Equipment - Common Area	\$	15,000
Compaction testing, etc.	\$	8,000
<i>Subtotal - Construction</i>	\$	3,803,000
RESERVES		
Operating	\$	177,000
Special Real Estate Tax Reserve	\$	118,000
Partnership Reserve - Enterprise	\$	48,000
Marketing / Rent Up	\$	40,000
Replacement	\$	45,000
Pre-paid Taxes / Insurance	\$	40,000
<i>Total Reserves</i>	\$	468,000
DEVELOPMENT FEE	\$	720,000
OTHER DEVELOPMENT COSTS		
Architect & Civil Engineer	\$	265,000
Survey	\$	10,000
Special Reports - Geo Tech (SW Cole)	\$	12,000
Commissioning - Review	\$	14,000
Accounting / Audit	\$	8,000

Legal - Real Estate	\$	54,000
Legal - Partnership	\$	25,000
Title Insurance / Recording	\$	14,000
Legal - Construction Lender	\$	16,000
Appraisal / Market Study	\$	12,000
Environmental Report	\$	4,000
Building Permit & Other Local Fees	\$	18,000
Construction Loan Fee	\$	18,000
Construction Loan Interest	\$	160,000
Construction Loan (Other)	\$	10,000
Construction Period Taxes	\$	10,000
Construction Period Insurance	\$	20,000
Permanent Loan Fees	\$	2,000
Tax Credit Monitoring Fee	\$	7,500
Tax Credit Fees	\$	18,000
Other Soft Costs	\$	10,000
<i>Subtotal - Other Development Costs</i>	\$	707,500

TOTAL USES OF FUNDS		\$ 6,000,500			
FLOW OF FUNDS ANALYSIS					
	Partnership Closing	Construction Complete	Lease Up 100% 30-Nov-08	6 Month Breakeven 1-May-09	Permanent S&U
SOURCES OF FUNDS	30-Mar-07	30-Apr-08			
MSHA Capital Subsidy	\$ -	\$ 600,000	\$ -	\$ -	\$ 600,000
City of Lewiston - HOME	\$ 360,000				\$ 360,000
Construction Loan - BSB	\$3,522,600	\$ -	\$ -	\$ -	\$ -
General Partner Capital	\$ 125,400	\$ -	\$ -	\$ -	\$ 125,400
General Partner - Deferred Fee	\$ -	\$ 205,100	\$ -	\$ -	\$ 205,100
Limited Partner Capital	\$ 930,000	\$3,480,000	\$250,000	\$ 50,000	\$4,710,000
TOTAL SOURCES OF FUNDS	\$4,938,000	\$4,285,100	\$250,000	\$ 50,000	\$6,000,500
USES OF FUNDS					
Acquisition Cost	\$ 302,000	\$ -	\$ -	\$ -	\$ 302,000
Construction	\$3,628,000	\$ -	\$ -	\$ -	\$3,628,000
Contingency	\$ 175,000		\$ -	\$ -	\$ 175,000
Other Construction	\$ -	\$ -	\$ -	\$ -	\$ -
Reserves			\$ -	\$ -	\$ -
Operating	\$ -	\$ 177,000	\$ -	\$ -	\$ 177,000
Marketing / Rent Up	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Real Estate Tax Fund (Reserve)	\$ -	\$ 118,000	\$ -	\$ -	\$ 118,000
Other Partnership Reserve	\$ -	\$ 48,000	\$ -	\$ -	\$ 48,000
Replacement	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
Pre-Paid Taxes / Insurance	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Development Fee	\$ 100,000	\$ 320,000	\$250,000	\$ 50,000	\$ 720,000
Other Development Costs					
Architect & Civil Engineer	\$ 265,000	\$ -	\$ -	\$ -	\$ 265,000
Survey	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Accounting / Audit	\$ 1,000	\$ 7,000	\$ -	\$ -	\$ 8,000

Legal - Real Estate	\$ 54,000	\$ -	\$ -	\$ -	\$ 54,000
Legal - Partnership	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Title Insurance / Recording	\$ 14,000	\$ -	\$ -	\$ -	\$ 14,000
Legal - Construction Lender	\$ 16,000	\$ -	\$ -	\$ -	\$ 16,000
Appraisal / Market Study	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000
Environmental Report	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
Building Permit	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
Construction Loan Fee	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
Construction Loan Interest	\$ 160,000	\$ -	\$ -	\$ -	\$ 160,000
Construction Loan - Inspection	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Special Reports - Geo Tech	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000
Tax Credit Fees	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000
Permanent Loan Fees	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,000
Construction Period Taxes	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Tax Credit Monitoring Fee	\$ -	\$ 7,500	\$ -	\$ -	\$ 7,500
Construction Period Insurance	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Commissioning Agent - Review & Inspection	\$ 14,000	\$ -	\$ -	\$ -	\$ 14,000
Construction Loan Pay-off	\$ -	\$3,522,600	\$ -	\$ -	\$ -
Other	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Bridge Loan Pay-off	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL USES OF FUNDS	\$4,938,000	\$4,285,100	\$250,000	\$ 50,000	\$6,000,500

3. Other – Marketing Material

Bates Street Senior Housing

for rental information, please call
795-4065 or 743-7716

Coming Soon!

LA
It's Happening Here!
LEWISTON • AUBURN

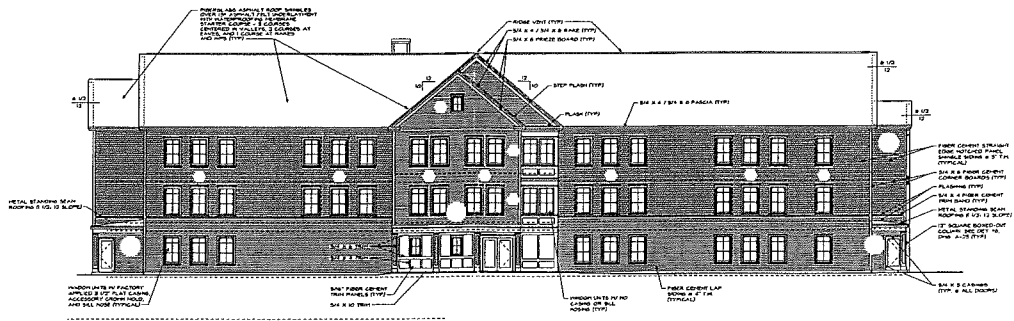
    



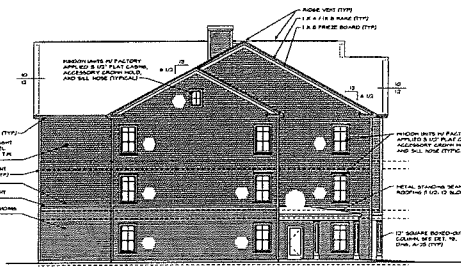
References:

- Betteleim, Adriel CQ Researcher August 22, 2003, Volume 13, Number 28
- Brett O'Hara, PhD (2004) Journal of Health Care for the poor and Underserved 15.1 63-75
- City of Lewiston, (1997), Comprehensive Plan
- City of Lewiston, (2005), Consolidated Strategic Plan 2005-2010 revised April 8, 2005
- City of Lewiston, (2002), Downtown Housing Study, October 2002, Planning Decisions
- City of Lewiston, (2005), Report on the Neighborhood Planning Meeting, Planning Decisions
- Denton, Frank T; Fretz, Deborah; Spencer, Bryon G. (2000) Vancouver, UBC Press viii,380p.; 24cm.
- Empower Lewiston, (1999) Strategic Plan, July
- Kleinfield, N.R. The New York Times Sept. 3, 2003 pB1 col 02 (38 col in)
- Rental Market Study, Mayberry, B. October 12, 2005
- Rental Market Study Supplement, Mayberry, B. March 30, 2006
- Smeeding, Timothy M; Sandstrom, Susanna; Center for Retirement Research, Boston College January 5, 2005
- The 1999 Annual Report of the US Council of Economic Advisors. Population and Development Review: Vol. 25, No. 1, p189-195
- U.S. Census (2000)

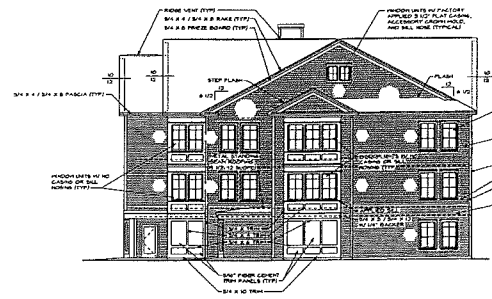
Attachment 1- Construction Drawings



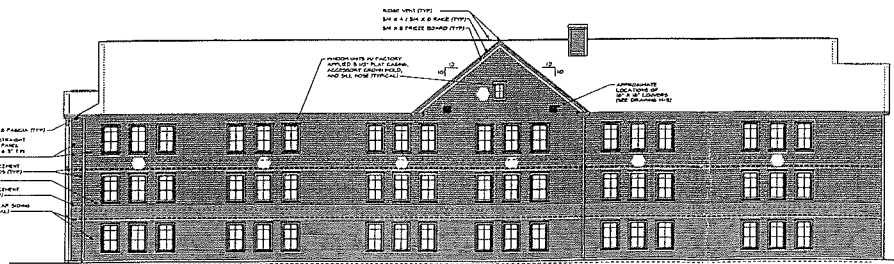
FRONT ELEVATION
SCALE: 1/8" = 1'-0"



LEFT ELEVATION
SCALE: 1/8" = 1'-0"



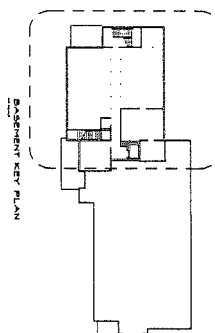
RIGHT ELEVATION
SCALE: 1/8" = 1'-0"



REAR ELEVATION
SCALE: 1/8" = 1'-0"

- GENERAL ELEVATION NOTES:
1. SEE DRAW. A-22 FOR TYPICAL MODERN AND BOX
 2. METAL STANDING SEAM ROOFING 1/2" X 12" GALV.
 3. GENERAL CONSTRUCTION IS MODERN & RESPONSIVE TO THE BUILDING'S FUNCTION AND FORM. MATERIALS AND FINISHES ARE TO BE DETERMINED BY THE ARCHITECT IN CONSULTATION WITH THE OWNER AND THE CONTRACTOR.
 4. SEE DRAW. A-26 AND A-27 FOR AIR MEANS OF EGRESS
 5. ALL WALLS ARE TO BE FINISHED WITH PLASTER

SEE COVER SHEET FOR GENERAL NOTES
INFORMATION KNOWN ON THE COVER SHEET APPLIES TO ALL ELEVATIONS UNLESS OTHERWISE NOTED
CONSTRUCTION SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND STANDARDS
THIS DRAWING IS A PART OF A FULL SET OF DRAWINGS FOR THE PROJECT AND SHALL BE USED IN CONJUNCTION WITH THE OTHER DRAWINGS
COPYRIGHT © 2010 BY THE ARCHITECT
ALL RIGHTS RESERVED
NO PART OF THIS DRAWING MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS WITHOUT THE WRITTEN PERMISSION OF THE ARCHITECT



BASEMENT KEY PLAN
inches are

NOTES:
SEE CHANGES AND FOR
TYPICAL WALL DETAILS

BASEMENT FLOOR PLAN
SCALE: 1/4" = 1'-0"

[illegible]

00214304

A-4

BASEMENT
FLOOR PLAN

SCALE: 1/4" = 1'-0"

Bates Street Senior Housing

Boon Server
Lewiston, Maine

0134

1501

103

Doc / PPH

--	--

--	--

1992-1993

Abstract, 24 of 25

Salmon F.

--	--

FIRST FLOOR PLAN

Bares Street Senior Housing

DATE, _____

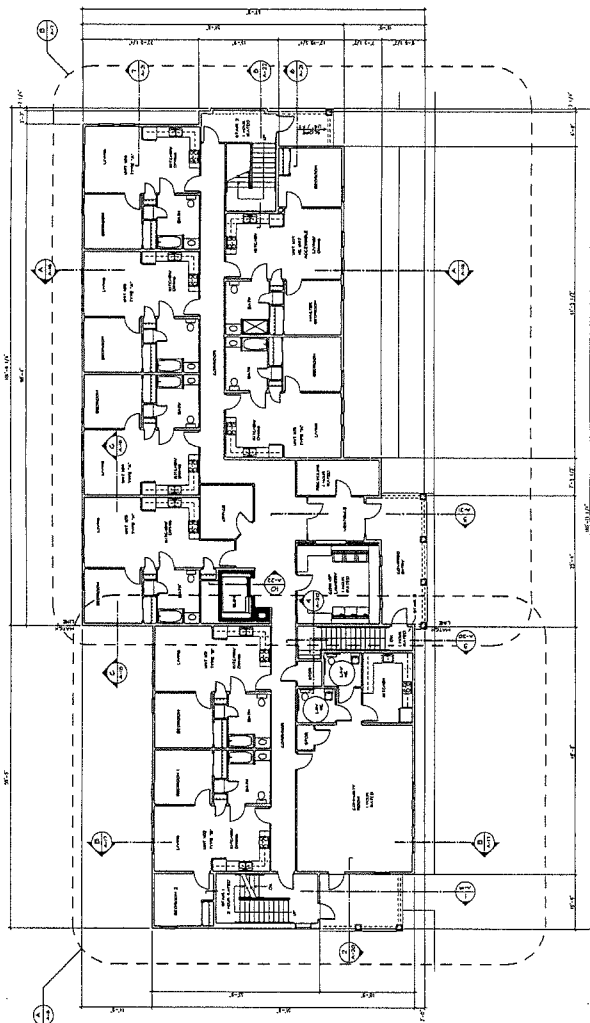
--	--



1990年12月15日

[illegible]

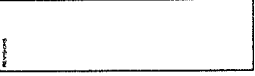
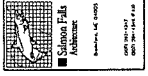
FIRST FLOOR PLAN
SCALE: 1/8" = 1'-0"



A-8

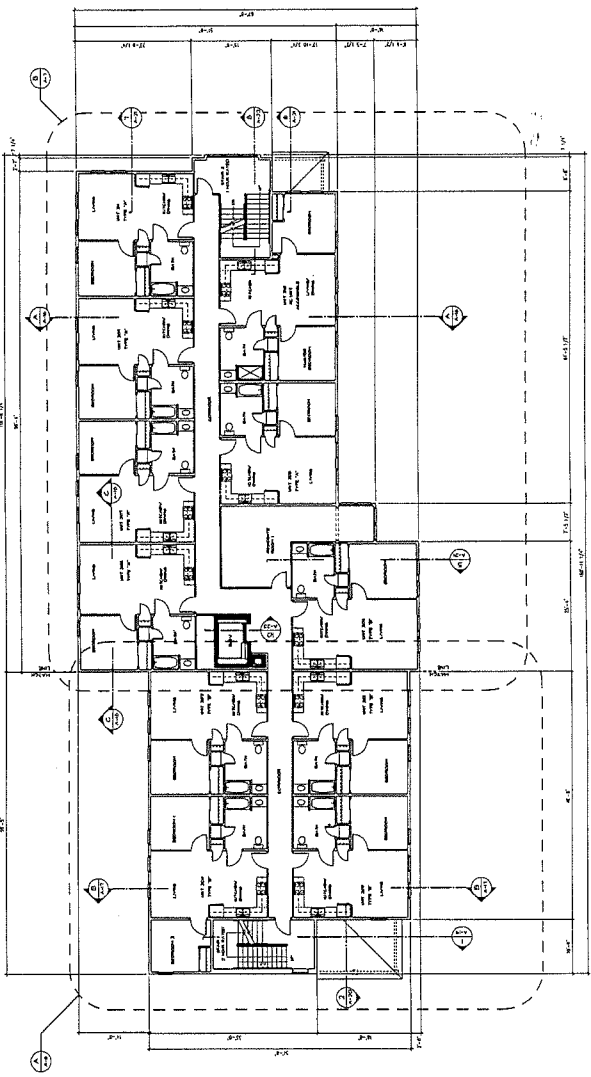
SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"

Bates Street Senior Housing
Bates Street, Boston
Architect: S. J. Sullivan & Associates, Inc.
1000 Beacon Street, Boston, MA 02116
Tel: (617) 552-1234



THIS DRAWING IS THE PROPERTY OF S. J. SULLIVAN & ASSOCIATES, INC. AND IS NOT TO BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM, WITHOUT THE WRITTEN PERMISSION OF S. J. SULLIVAN & ASSOCIATES, INC. ANY UNAUTHORIZED USE OF THIS DRAWING IS PROHIBITED AND WILL BE PROSECUTED TO THE FULL EXTENT OF THE LAW. THE USER OF THIS DRAWING AGREES TO HOLD S. J. SULLIVAN & ASSOCIATES, INC. HARMLESS FROM AND AGAINST ALL CLAIMS, DAMAGES, LOSSES AND EXPENSES, INCLUDING REASONABLE ATTORNEY'S FEES, THAT MAY BE ASSERTED AGAINST OR INCURRED BY S. J. SULLIVAN & ASSOCIATES, INC. OR ITS EMPLOYEES, AGENTS OR SUBCONTRACTORS, IN CONNECTION WITH THE USE OF THIS DRAWING. THE USER OF THIS DRAWING AGREES TO INDEMNIFY AND HOLD S. J. SULLIVAN & ASSOCIATES, INC. HARMLESS FROM AND AGAINST ALL CLAIMS, DAMAGES, LOSSES AND EXPENSES, INCLUDING REASONABLE ATTORNEY'S FEES, THAT MAY BE ASSERTED AGAINST OR INCURRED BY S. J. SULLIVAN & ASSOCIATES, INC. OR ITS EMPLOYEES, AGENTS OR SUBCONTRACTORS, IN CONNECTION WITH THE USE OF THIS DRAWING. THE USER OF THIS DRAWING AGREES TO INDEMNIFY AND HOLD S. J. SULLIVAN & ASSOCIATES, INC. HARMLESS FROM AND AGAINST ALL CLAIMS, DAMAGES, LOSSES AND EXPENSES, INCLUDING REASONABLE ATTORNEY'S FEES, THAT MAY BE ASSERTED AGAINST OR INCURRED BY S. J. SULLIVAN & ASSOCIATES, INC. OR ITS EMPLOYEES, AGENTS OR SUBCONTRACTORS, IN CONNECTION WITH THE USE OF THIS DRAWING.

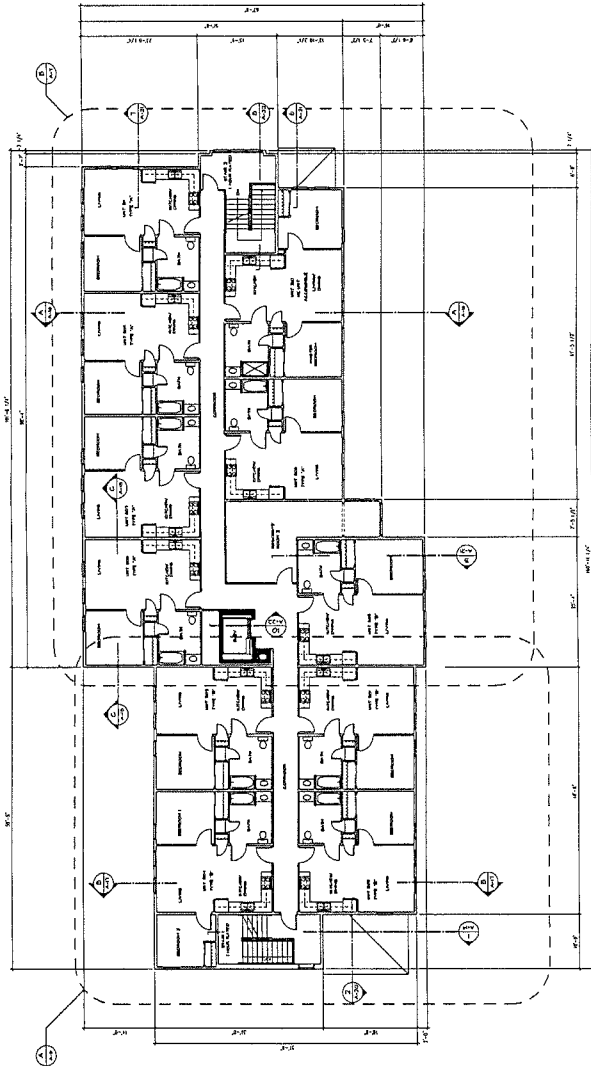
SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"





THESE PLANS AND SPECIFICATIONS ARE THE PROPERTY OF THE ARCHITECT. THEY ARE TO BE USED ONLY FOR THE PROJECT AND SITE SPECIFICALLY IDENTIFIED HEREON. ANY REUSE OR MODIFICATION OF THESE PLANS WITHOUT THE WRITTEN CONSENT OF THE ARCHITECT IS PROHIBITED. THE ARCHITECT ASSUMES NO LIABILITY FOR ANY DAMAGE TO PERSONS OR PROPERTY ARISING FROM THE USE OF THESE PLANS. THE ARCHITECT'S RESPONSIBILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE PROJECT AS SHOWN ON THESE PLANS. THE ARCHITECT DOES NOT WARRANT THE ACCURACY OF ANY INFORMATION PROVIDED BY OTHERS. THE ARCHITECT'S DESIGN IS BASED ON THE INFORMATION PROVIDED BY THE CLIENT. THE ARCHITECT DOES NOT WARRANT THE ACCURACY OF ANY INFORMATION PROVIDED BY OTHERS. THE ARCHITECT'S DESIGN IS BASED ON THE INFORMATION PROVIDED BY THE CLIENT. THE ARCHITECT DOES NOT WARRANT THE ACCURACY OF ANY INFORMATION PROVIDED BY OTHERS.

THIRD FLOOR PLAN
SCALE: 1/8" = 1'-0"



Attachment 2 – Power Point



Bates Street Senior Housing

April 12, 2007

by Dennis Lajoie

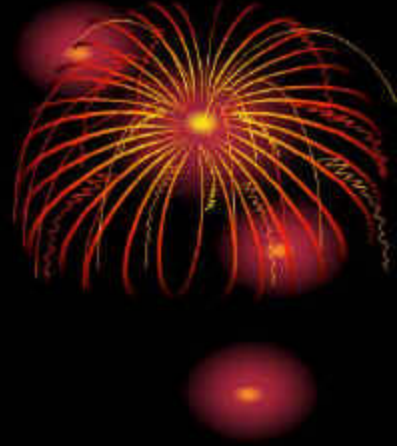
Target Neighborhood



- **In the Heart of Downtown Lewiston**
- **Second Largest City in Maine (2005 U.S. Census Estimate 36,050)**
- **Poorest Census Tract in Maine**
- **40 % of all Households live below Poverty Level**
- **22.2% of Seniors live below the Poverty Level**

Housing Problems

- **Aging Buildings**
- **3-4 story Walkups**
- **Increasing Rents**
- **Absentee Landlords**



3 & 4 story walkups

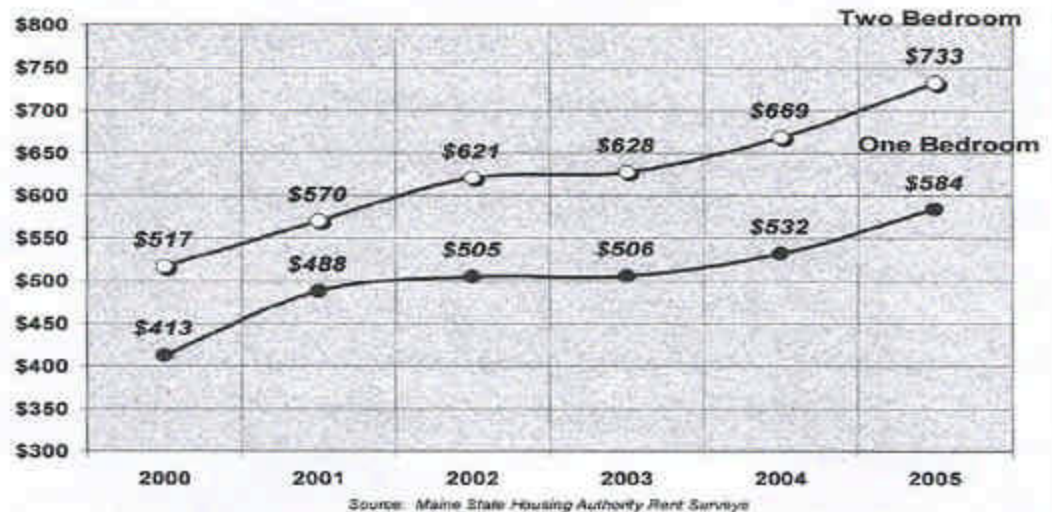


Increasing Rents



MSHA Rent Survey Data – 2000 to 2005

AVERAGE GROSS RENT IN LEWISTON - 1 BR AND 2 BR UNITS



Target Population



- **Seniors 62 years old and older**
- **Incomes 60% or below of the area Median Income**
- **42 Households have applied**
- **19 Households pre-approved**

Project Goals

- **To provide affordable Rental Housing for Seniors**
- **To provide Social Services for Seniors**
- **To provide a source of sustainability for the Host Organization**



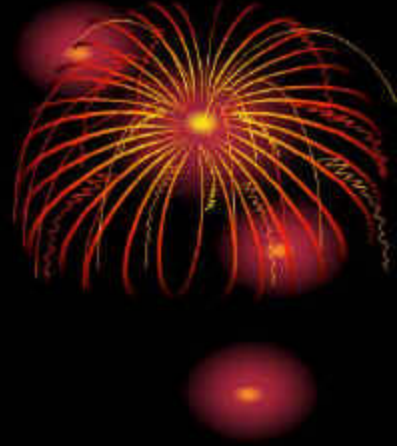
Proposed Solutions



- **Build 30 units of Senior Housing**
- **Develop project with no Debt**
- **Develop Building with Elevator**
- **Provide fully accessible Units**
- **Earn Development Fee**

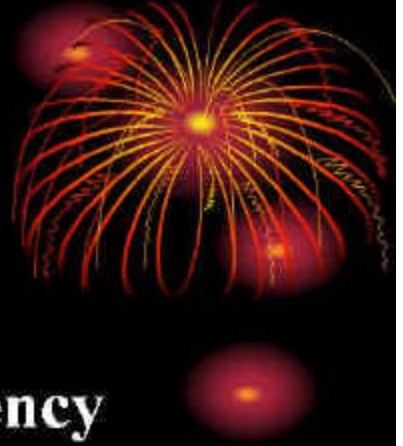
Project Site

- **Near Churches**
- **Near Health Clinic**
- **Near Public Park**
- **On Bus line**
- **On Host Organization future Service Center site**



Host Organization

- **Community Concepts**
- **Community Action Agency**
- **501c3 Organization**
- **42 years in existence**
- **2007 Annual Budget of \$36 million**



Project Implementation Plan



- **Conducted Focus Groups with Seniors**
- **Hired Development Team**
- **Applications to Funders**
- **Planning Board Approval**
- **Bid Project**

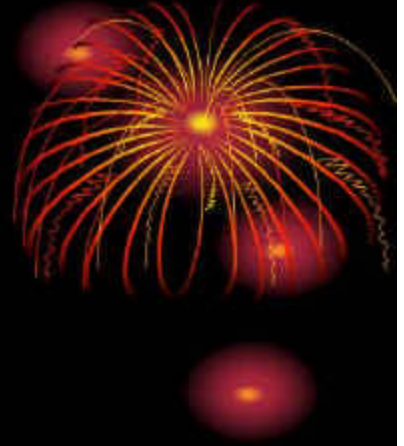
Implementation Problems



- **Rising Material Costs**
- **Incomplete Design Standards**
- **Incorporating Green Building features**
- **All resulting in Bid overrun**

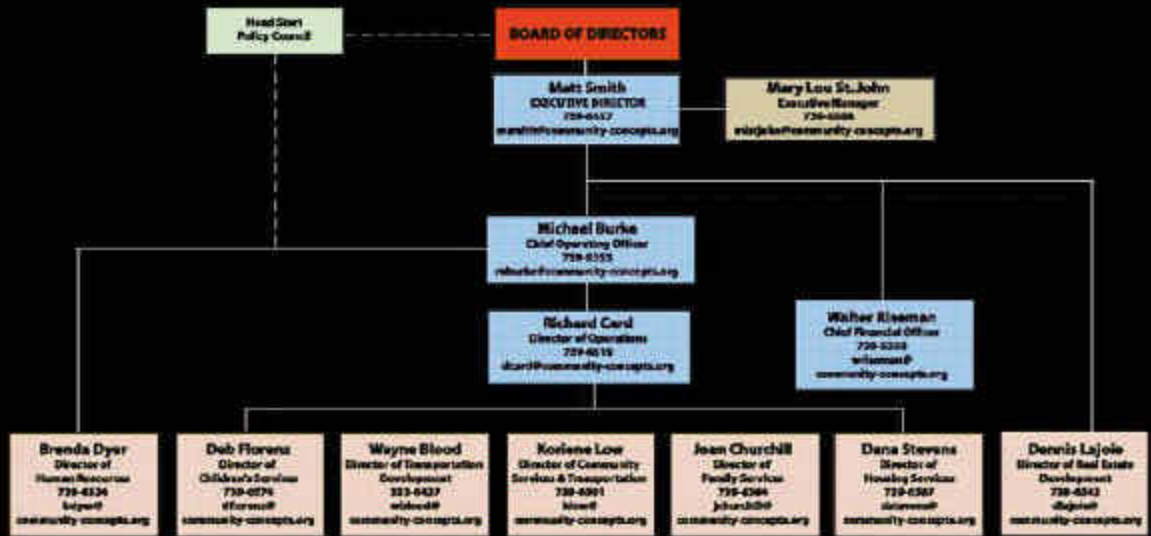


Implementation Solutions



- **Redesign Building**
- **Standards met**
- **Green Building learning curve**
- **All resulting in acceptable Bid**

My Role in the Organization



My Role in the project



Project Budget

Sources of Fund:



•City of Lewiston	\$360,000
•Maine Housing	\$600,000
•Equity Investor	\$4,709,529
•Development Fee	\$ 229,571
•Neighborworks/Enterprise	<u>\$125,400</u>
Total	\$6,024,500

Project Budget



Uses of Funds:

•Acq/Construction	\$4,179,000
•Reserves	\$493,000
•Construction Loan Interest	\$174,000
•Arch/Engineering	\$265,000
•Development Fee	\$720,000
•Other Soft Costs	<u>\$193,000</u>
Total:	\$6,024,500

Project Timeframe



- **Pre-Rent up begins – Jan. 2007**
- **Construction Start - April 2007**
- **Construction Complete – Feb. 2008**
- **100% Occupancy – July 2008**
- **Resident Council – Dec. 2008**

Sustainability Plan



- **Community Concepts earns \$720,000 Development Fee to assist in furthering its Mission**
- **Project Affordable for the next 99 Years**

Recommendations

- **Strong Board of Directors**
- **Ongoing Communication with CEO and CFO**
- **Project Manager as Team Leader**
- **Adequate Cash Reserves**
- **Experienced Development Team**



Lessons Learned

- **Must remember that CED is a slow process**
- **Must keep all stakeholders informed**
- **Must build in flexibility**
- **Must have fun**



Coming Soon!



Bates Street Senior Housing

Coming
Soon!

for rental information, please call

795-4065 or 743-7716





Questions?