

## 2022 - 2023 Shaw Innovation Fellows & Promise Scholars



PORTLAND • GORHAM • LEWISTON • ONLINE



## Overview



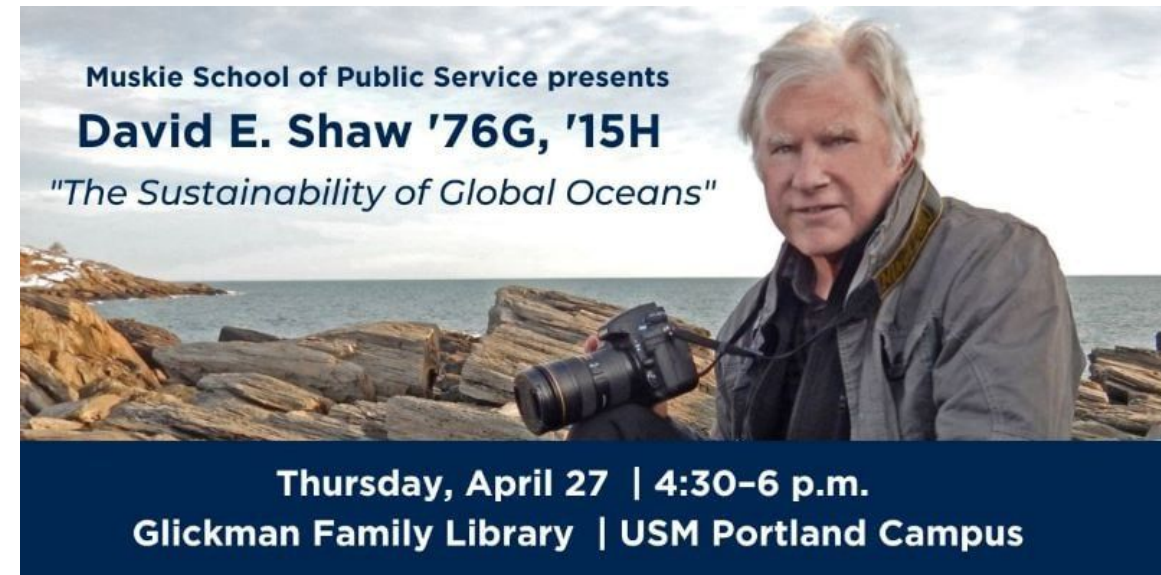
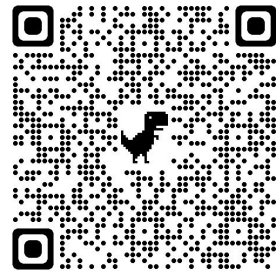
The purpose of the **Shaw Innovation Fellowship Program** is to support students passionate about elevating their educational experience through research driven by innovation, entrepreneurship and exploration.

The program seeks proposals that demonstrate impact in solving human, environmental, economic, and societal problems of the 21st century. Up to five fellowships will be granted each year. Each Fellow is awarded up to \$5,000 plus a small project budget. Each Fellow also has the opportunity to work with and mentor an USM Promise Scholar.

Thank you to the Shaw Family for their generosity in establishing this fellowship opportunity.



We anticipate announcing the next cohort of Shaw Innovation Fellows at David Shaw's Earth Day Event this Thursday April 27th. Please join us!



For additional information about the Shaw Fellows Program, please visit our website: [usm.maine.edu/shaw-innovation-fellows](https://usm.maine.edu/shaw-innovation-fellows) and email us at [jamie.picardy@maine.edu](mailto:jamie.picardy@maine.edu) or [shawfellows@maine.edu](mailto:shawfellows@maine.edu)



# Shaw Innovation Fellowship Program creates a cohort experience with monthly workshops & events





# Thank you for your support and involvement!

- **Shaw Family:** David Shaw, Abby Wark & John Shaw
- **Shaw Innovation Fellowship Advisory Board:** Daniel Barton, Rebecca Nisetich, Firooza Pavri & Rachel Bouvier
- **Office of Graduate Studies:** Michelle Erhard, Sydney Pontau, Andrew King & Caitlan Maddan
- **Promise Scholars Program:** Daniel Barton
- **Workshop Leaders:** Bruce Thompson, Sheilan Hamasoor, Paula Gerstenblatt, Rebecca Bushby & Meg Everist
- **Video & Photo:** Zach Boyce

# 2022 - 2023 Shaw Innovation Fellows and Promise Scholars



**Emma Donnelly,**  
Masters Student in  
Public Health



**Ava Ellis,**  
Masters Student in  
Social Work



**Elizabeth Muana,**  
Senior, BA Public Health





# 2022 - 2023 Shaw Innovation Fellows and Promise Scholars



**Nancy Flagg,**  
Doctoral Student in  
Leadership Studies



**Sarah Sturtevant,**  
Graduate Student Public  
Policy Analysis, Muskie  
School of Public Service  
USM; BA Bowdoin College



**Loren Cassanguir,** Promise  
Scholar, Senior, BS  
Information Technology



**Jacob Curtis,** Promise Scholar, Junior,  
BS in Business Administration &  
Business Analytics Major





# Exploring Barriers to Accessing Emergency Contraception on Post-Secondary Campuses in Maine

**Emma Donnelly, Shaw Innovation Fellow & Master of Public Health Student**

**Elizabeth Muana, Promise Scholar Project Assistant & Bachelor of Public Health Student**



# Introduction:

College students are at increased risk of unintended pregnancy, especially in states like Maine that have limited access to preventive measures, including emergency contraception (EC).

**In 2020, 1 in 4 people in Maine with a recent live birth did not want to become pregnant or wanted to become pregnant later, indicating that Maine is in need of better access to reproductive healthcare.** Mainers across the state struggle with accessing EC due to barriers related cost, transportation, lack of availability, and more.

This research seeks to understand what limitations to accessing EC exist in Maine for post-secondary students.



# What is Emergency Contraception and How Does it Work?

**Emergency contraception (EC) reduces the chance of pregnancy after unprotected sexual intercourse.**

Common situations in which EC could be used include forgetting to take several birth control pills in a row, having a condom break or slip off, or not using a birth control method during sex.

**EC prevents pregnancy from occurring by preventing or delaying ovulation after unprotected sex.**

EC must be used soon (5 days or less) after unprotected sexual intercourse to be effective. It does not work if pregnancy has already occurred. EC is not the same as the abortion pill.





# Common Places to Get Emergency Contraception in Maine:

- Pharmacies
  - Including grocery store pharmacies like Hannaford or Walgreens
- Family Planning Clinics
  - Such as Planned Parenthood, Mabel Wadsworth Center, or Maine Family Planning
- On-Campus Health Centers (when available)




# Methods:

Using a questionnaire distributed to students at five post-secondary institutions in Maine via email, we collected qualitative and quantitative data from 248 students to understand the barriers that students across the state face when accessing emergency contraception at their individual campuses and why those barriers exist.

The data collected will be used to strategize and implement ways to eliminate the identified barriers in order to increase access to necessary reproductive healthcare and allow students to have more control over their reproductive destiny.



# Goals of the Project:

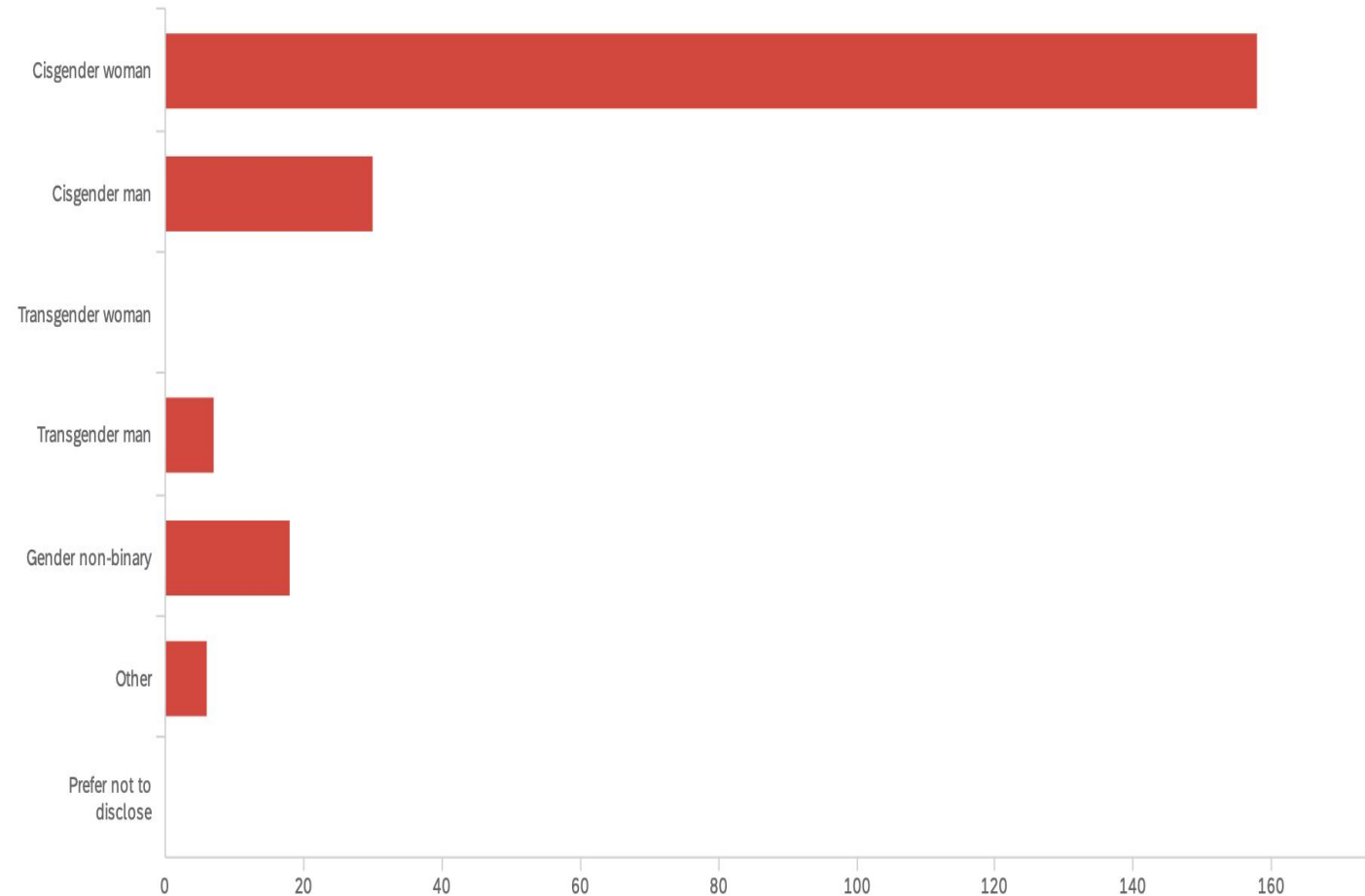
- **Identify barriers** that students face when accessing EC on their campuses.
  - **Understand who is most impacted** by these barriers.
  - **Propose solutions to eliminating those barriers** by connecting with health center staff at individual universities.
  - **Increase access to EC for students on post-secondary campuses**, especially those in rural areas
- 



# Demographic Breakdown

## Gender

- 72% of respondents were cisgender women
- 14% of respondents were cisgender men
- 3% of respondents were transgender men
- 8% of respondents were non-binary
- 3% opted to not disclose



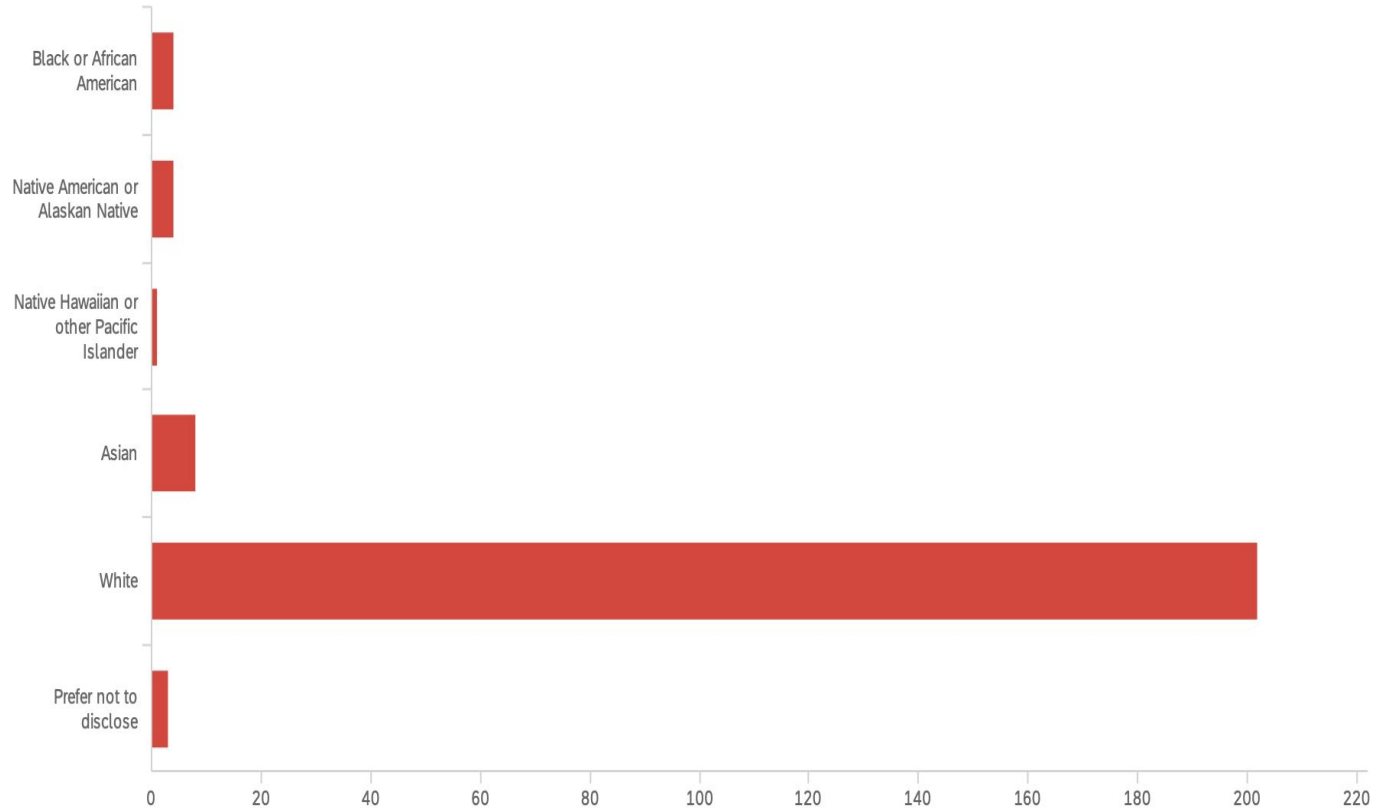
# Demographic Breakdown

## Ethnicity

- 95% of respondents were non-Hispanic or Latino

## Race:

- 91% of respondents were White
- 4% were Asian or Asian American
- 2% were Black or African American
- 2% were Native American or Alaskan Native
- 0.5% were Native Hawaiian or other Pacific Islander
- 1% chose not to disclose race



# Check Your Knowledge:

Students were asked several questions to gauge their knowledge of EC and it's availability.


Here are some examples:

- What types of EC have you heard of?
- If you take EC too many times, can it make you infertile?
- Is there an age restriction to buy EC in Maine?
- Does your campus have a health center? Does it offer EC?
- Is there a family planning clinic near your campus?
- Is the closest pharmacy or grocery store accessible by walking, public transportation, car?



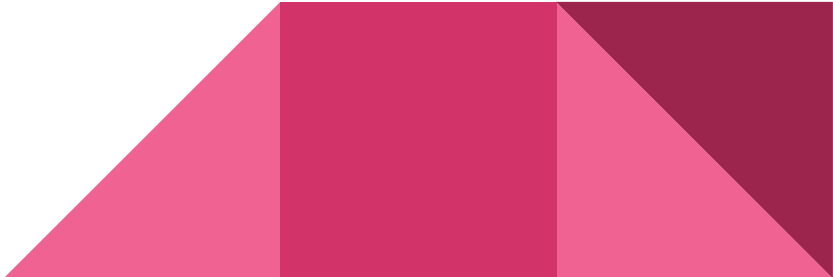
# Knowledge Checks

Where to Access:

- **Less than 30%** of respondents identified being **aware of EC options other than plan B**
  - **27%** of respondents believe that **EC works if someone is already pregnant**
  - **24%** believe that if **someone takes EC too many times it can make them infertile**
  - **22%** believe there is an age restriction to buying EC in Maine, **40%** were not sure
- 

# Knowledge Checks

## On-Campus or Close-to-Campus Resources

- **19.46%** of respondents were **not sure** if their campus had a health center
  - **60.58%** of students said their campus **does not offer EC**
  - **44.44%** of students who stated they can access EC at their campus **need to make an appointment in order to receive it**
  - **37%** of respondents stated that **they do not know if there is a family planning clinic near them** such as Planned Parenthood or Maine Family Planning
  - **42%** of respondents said that the **closest pharmacy or grocery store is only accessible by car**
- 

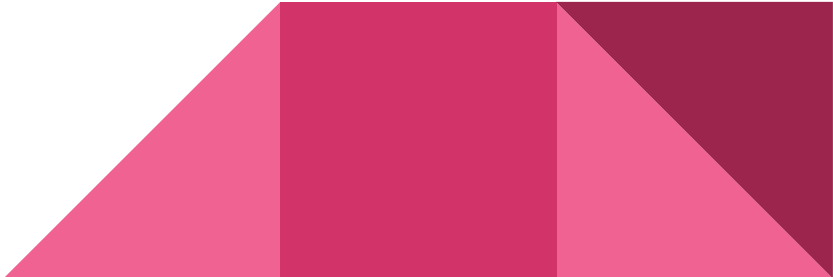
# Focus Group with UMO students Results

- **Most students learned about EC through social media, health class, friends and movies** and stated they didn't have a health class until they were in high school.
- **Plan B was the only type of EC that the students had heard of.**
- **No students were aware of how to get EC from their health center.**
- All students wished EC was more available and visible on campus.
- Most students would like to see sexual health education and program events on campus.
- Students are interested in online discussions on sexual health so they can gain more knowledge.
- Most students would like a portal on the school health center website for sexual and reproductive health resource and also to make appointments easily.
- Most students would like sexual education classes to be offered at their university.





# Next Steps for the Project

- We have begun conducting focus group interviews with students from University of Southern Maine, University of Maine Orono, and University of Maine Presque Isle.
  - We will analyze the results and present the results to university health center staff and hope to work alongside them to increase access to and awareness of Emergency Contraception on their campuses.
  - We will write a full report to be published.
- 



# Economic Empowerment Through Art

Ava Ellis

University of  
Southern Maine

Shaw Innovation  
Fellow 2022-23

# Method: Why use an arts-based inquiry?

- For context, I studied Printmaking (Studio Art) and Cultural Anthropology at Washington U. in St. Louis and have an MA in Poetry from University of East Anglia in England.
- I am a current MSW student at the University of Southern Maine.
- Saw unmet financial need via maternal and child health nonprofit work and in domestic violence prevention case management work.
- Under-utilization of matched savings programs in Maine alongside increase in demand for support for basic needs (rent + utility aid, food insecurity, transportation needs).



# Why focus on money?

- “Financial abuse occurs in 99% of DV cases.” From National Network to End Domestic Violence (NNEDV).
- Need to understand the current system and consider how to better address the material realities that impact lives.
- Many DV survivors do not have access to an emergency fund, have housing insecurity, and/or have unreliable transportation... these ongoing stressors can compound and compromise their overall health and wellbeing.
- Working in case management, I saw that financial supports were not reaching clients who were income eligible. I wanted to see financial supports integrated into art support group models.

# Art as process

- Art as a process and *a way in*, to discuss values and money, distinct from a starting with a spreadsheet. Many via the DV helpline and transitional housing clients' shared an interest in using art as a method to healing, though this may not work for all.
- Art was the method, *the process* into the topic: not the 'outcome' of the research.
- One-to-one series of art workshops for 1 hour with 8 participants. Input from a range of artists and non-artists. Also, my work within MCH and with DV survivors informs this work and approach.
- I included a resource list of financial programs to share information about underutilized financial supports.

# Research Questions

- **What are common barriers individuals self-report in relation to money, saving and future-oriented planning?**
- **How can arts-based inquiry (through drawing) allow for alignment with ones' values?**

# Workshop Questions

*Draw 3 to 5 things that represent what you value.*

*Draw three things you feel about your relationship with money or your thoughts regarding your financial situation.*

*Imagine your neighbor (or a stranger) what kind of constraints might they feel financially?*

*What was your childhood relationship to money?*

# Workshop Questions, continued

*What constraints do you have around money? How do they hinder or support your goals?*

*How do you manage your money now? How do you budget?*

*Imagine your 'future self' what would make you feel secure financially?*

*What changes do you want to make regarding your relationship to money or to impact your long-term goals?*



# Lessons Learned

- The resource list is mostly Maine-focused and could be expanded to include national or international supports.
- Some interviews did not occur due to winter weather cancellations, COVID cancellations, and emergent scheduling conflicts.
- Small scale: would like to include more perspectives across class, gender, age, race, culture, single parents, blended families, caregivers, etc.
- Teaching printmaking over the summer could allow for a broader range of studio-based options: i.e. letterpress, etching, and cross-genre collaborations.

# Participant Drawings

- Participant drawings are not included here, due to concerns about confidentiality: drawings are distinct and attributable, like handwriting.
- Drawing *as process*, not outcome: not an exhibition project.

# Findings

- Common barriers: Folks expressed uncertainty around how to define their emergency fund goals, how much to save for homeownership or home repairs vs. retirement and how to balance daily spending of needs vs. wants.
- Drawings included: a 'head in hands, overwhelmed image' a 'pit in ones' stomach' about money and finances, a wobbly line to show uncertainty -' and 'birds' with mouths open' to show ongoing needs, and 'unopened mail' imagery, envisioning others needs included basic needs imagery.
- Participants mentioned avoidance around bills at varying times, as well as inconsistent budgets (needing to review and track more regularly), in DV work avoidance and overwhelm also comes up as well.

# Findings

- All expressed not learning about money management or finances in childhood.
- All had their basic needs met as children (shelter, food, heat), yet money was not explicitly discussed.
- Some were sheltered from money concerns altogether/provided for, but not taught to manage money.
- Or in childhood had noticed when money was scarce (i.e. car issues, class differences, family conflict around spending) yet it was not discussed.

# Findings: Need for Tailored Financial Planning

- All mentioned wanting to better track expenses and savings (i.e. daily expenses as well as saving for a home, home repairs, planning for a family, travel, plans for retirement, and accounting for future obligations as a caregiver).
- Variation in how they tracked: shows need for multi-approached per individual preference: Excel, apps, quarterly meetings, communicating with roommates/partners, visual charts, journals, advisor meetings.
- Need for financial education and planning across the lifespan (i.e. variation of needs, specificity to plan in each case: single/family/blended family)



# Drawing as ‘Perspective Taking’

- Drawing was a way to inhabit perspective-taking of what others face as financial constraints, systemic concerns and to contextualize ones’ own relationship with money and values to support others.
- Art as method: ‘soft factors’ are important to consider and drawing highlighted the emotional relationship to money, impact of childhood on present values, less daunting than a spreadsheet/budget, was not ‘outcome’ based.
- Caveat: Spreadsheets and tracking via a budget can be a useful tool for self-reflection, this project aimed to take another route into considering money.

# Mutual Aid Funds / Skill-Share

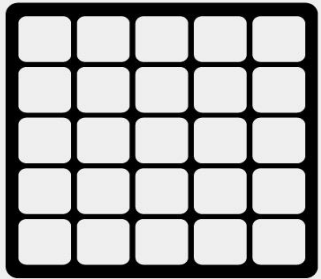
- *How to continue to look at ways to address chronic economic disparities in a low-barrier way?*
- Look to improve access to Mutual Aid Funds: ‘Free From’ and ‘Out In The Open’ – that offer tangible, low barrier support to clients and survivors.
- *How to connect values to action, envision flourishing? Next steps?*
- Increase utilization of and support for mutual aid funds: i.e. integrate into existing art support groups and increase donor supports.
- Look to teach-ins and skill-shares, art-activism as a way into re-imagining approaches to mutual aid.

# Thank you!

- Questions/comments do reach out: [ava.ellis@maine.edu](mailto:ava.ellis@maine.edu)
- Thank you to David E. Shaw and colleagues, as well as to the University of Southern Maine for supporting undergraduate and graduate level research.

Next, Nancy Flagg will share her Independence Scale Project.

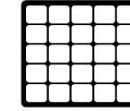
# Instant Communication And Assessment



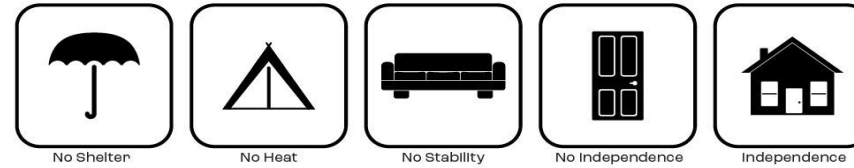
Nancy Flagg, PhD Student,  
Leadership & Organizational Studies  
Dr. Tara Coste, Leadership & Organizational Studies  
Dr. Jamie Picardy, Food Studies & Honors

## Flagg Independence Scale

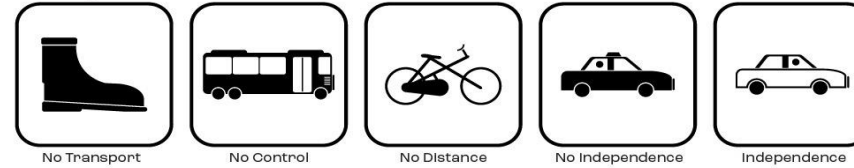
Used to determine how near to independence and self-sufficiency an individual or group is.



### Shelter



### Transportation



### Water and Food



### Safety and Security



### Health and Wellbeing



# **Change is Predictable The kind is not**

**1% of people worldwide are displaced.**

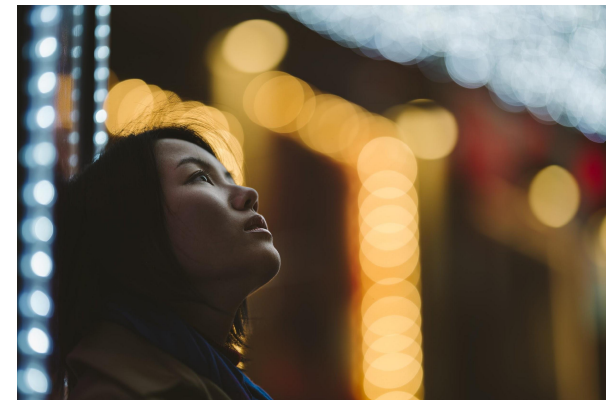
[United Nations](#)

**16.5% of people over 12 have meet the  
criteria for Substance Use Disorder, peaking  
between ages 18-25.**

[Health & Human Services.gov](#)

**30% of men and 39% of women will  
experience Intimate Partner Violence in  
their lifetime.**

[National Coalition Against Domestic Violence](#)





**How we cope with  
change & trauma  
must evolve  
with our growing numbers.**

**Trickle down does not suffice.**

**We need to know how to help  
Ourselves**

**& One Another**



**We need to build self-knowledge for:**

**Motivation**

**Adaptability**

**Resiliency**



**We need to build on the positive.**

**What do we have?**



**But not deny the reality.**

**What do we need?**

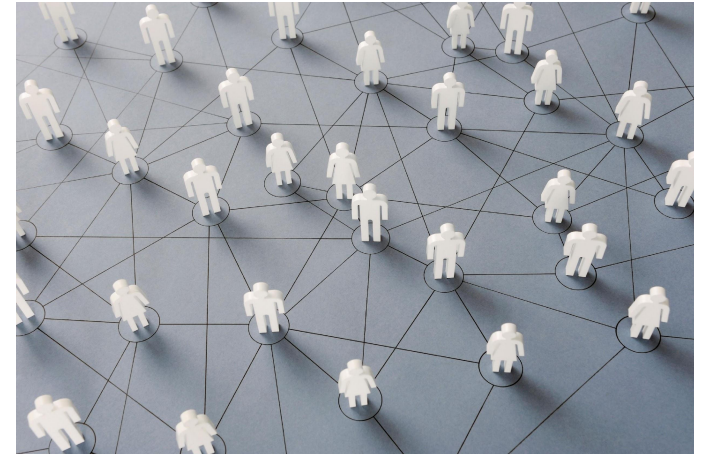


**We need tools to cross barriers of**

**Language  
Class  
Belief Systems**

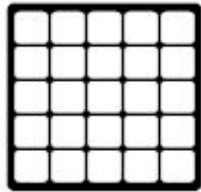
**So solutions can be  
Appropriate  
Specific**

**To connect us and deliver us  
past our trauma**



**INSTANT COMMUNICATION**

**INSTANT ASSESSMENT**



**PROGRESSIVE FRAMES**

**GRID ORGANIZATION**

**OUR MOST  
FOUNDATIONAL NEEDS**

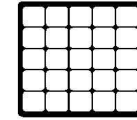
**INSTANTLY UNDERSTOOD**

Nancy Flagg, Leadership & Organizational Studies  
Dr. Tara Coste, Leadership & Organizational  
Studies

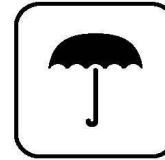
Dr. Jamie Picardy Food Studies & Honors

## Flagg Independence Scale

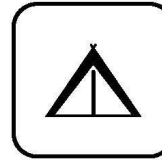
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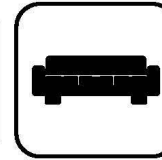
### Shelter



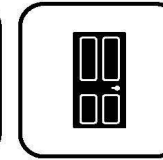
No Shelter



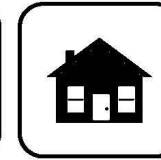
No Heat



No Stability



No Independence

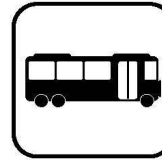


Independence

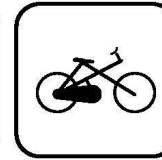
### Transportation



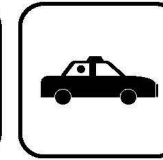
No Transport



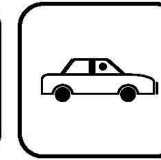
No Control



No Distance

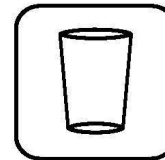


No Independence

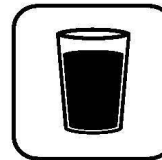


Independence

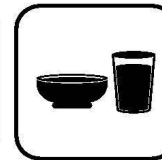
### Water and Food



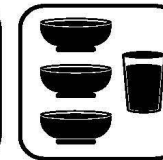
No Hydration



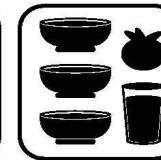
No Food



No Sustenance



No Healthy Options

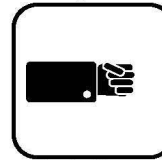


Healthy

### Safety and Security



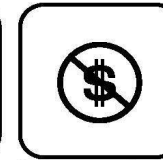
Mortal Danger



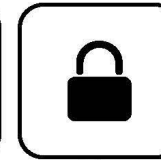
Physical Danger



Dangerous Location

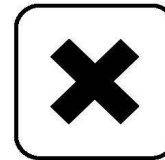


No Emergency Savings

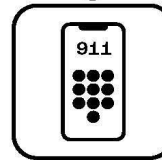


Safety

### Health and Wellbeing



No Emergency Access



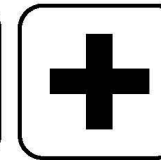
Communication



Vital Medications



All Medications



Full Healthcare



**Let the Subject see what  
they do have.**



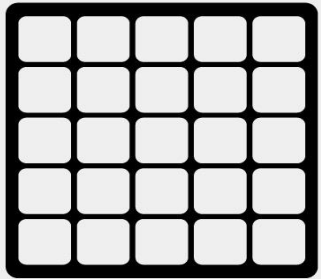
**Let the Organization see what  
they do not have.**



**Get the person  
out of the boxes.  
Put the circumstances and solutions  
in the boxes.**



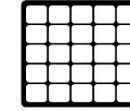
# Instant Communication And Assessment



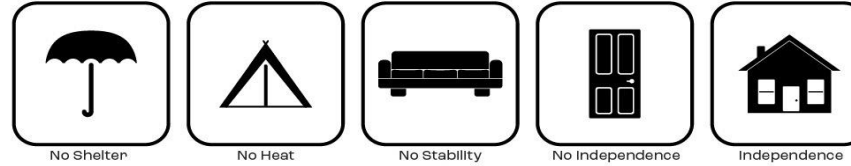
Nancy Flagg, PhD Student,  
Leadership & Organizational Studies  
Dr. Tara Coste, Leadership & Organizational Studies  
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## Flagg Independence Scale

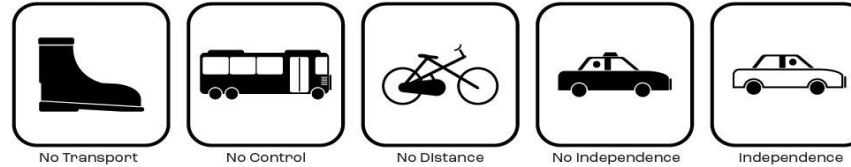
Used to determine how near to independence and self-sufficiency an individual or group is.



### Shelter



### Transportation



### Water and Food



### Safety and Security



### Health and Wellbeing



# **AVAILABILITY OF WORKFORCE HOUSING IN MAINE**

**Sarah Sturtevant**, Graduate  
Student Public Policy Analysis,  
Muskie School of Public Service  
USM; BA Bowdoin College

**Jacob Curtis**, Promise Scholar, BS  
in Business Administration &  
Business Analytics Major

# **AVAILABILITY OF WORKFORCE HOUSING IN MAINE;**

**Two Major Questions:**

**(1) How bad is it?**

**(2) What can be done about it?**

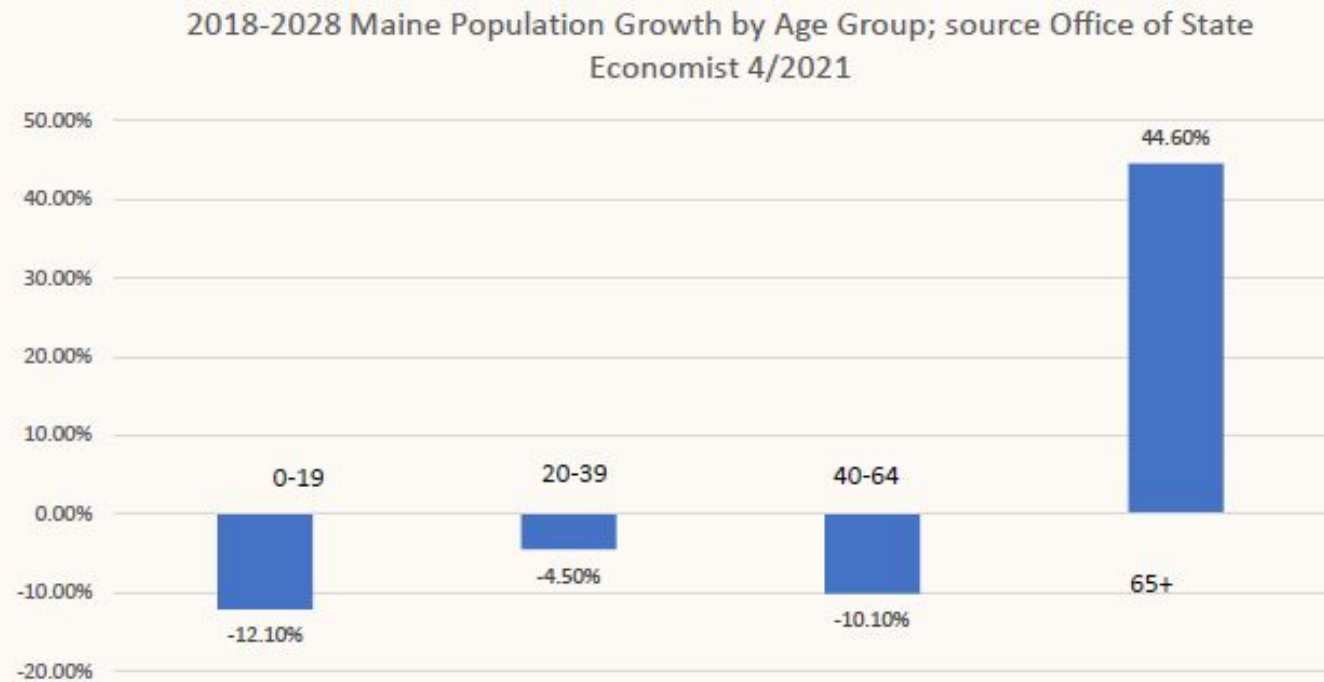
Sarah.j.Sturtevant@Maine.edu; Jacob.d.Curtis@Maine.edu  
Shaw Innovation Fellowship 2022-23

# LONG TERM CHALLENGES

- Maine's population is oldest in Nation and is aging in place.
- Maine's HH size is small.
- 73% of housing is owner-occupied and only 27% rental.
- Cost of construction = \$400,000 regardless of single vs. multi-family or location; i.e. Affordable only for ~\$160,000+ income HHs.
- Stick-building a modern home is slow and complex – on average 24 sub-contractors (NAHB) taking 1-2 years after 1-2 years(?) for permitting/approvals.

# GREYING OF MAINE:

## RETIREMENT + AGING IN PLACE = MORE HOUSING NEED

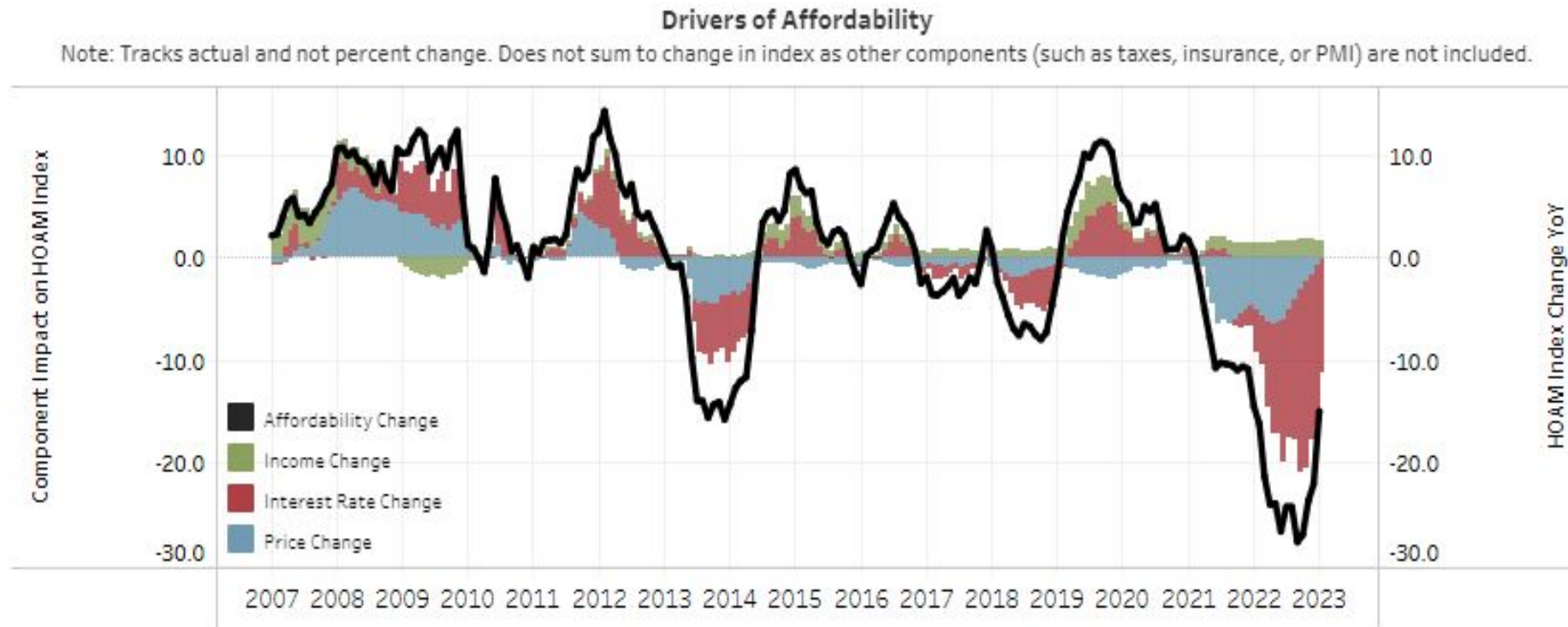


Sarah.j.Sturtevant@Maine.edu; Jacob.d.Curtis@Maine.edu  
Shaw Innovation Fellowship 2022-23



# DESPITE SMALL UPTICK – HOUSING IS STILL HISTORICALLY UN-AFFORDABLE

(SOURCE ATLANTA FED DATA AVAILABLE 4/12/2023)



# MAINE HOUSING GAPS

## UNDERPRODUCTION

- UpForGrowth: Maine fell short 9,000 new affordable homes last year
- Maine Housing and National Low Income Housing Coalition estimate Maine is short between 20-24K rentals for low-income Mainers
- Maine is falling further behind each year

**Cumulatively 20-24,000 homes short for existing residents** with 9,000 of that shortfall coming last year

## UNFILLED JOBS

- Maine has 42,000 unfilled jobs (JOLTS 1/2023)
- The lost GDP per job is estimated at ~\$60,000/year or 2.5 billion/year for Maine (Atlanta Fed CFO Survey 7/21 and Shaw Calc)
- Lack of staffing for essential services is affected

**10-20,000 additional homes needed** – in order for new workers to immigrate to Maine to fill open jobs (**42,000 open jobs minus 19,7000 unemployed**)

## AFFORDABILITY

- The median income household can not afford the median home in any county
- Nearly 40% of owners without a mortgage are housing-cost-burdened
- Renting HHs are highly distressed given the lower household income level for renters vs. owners

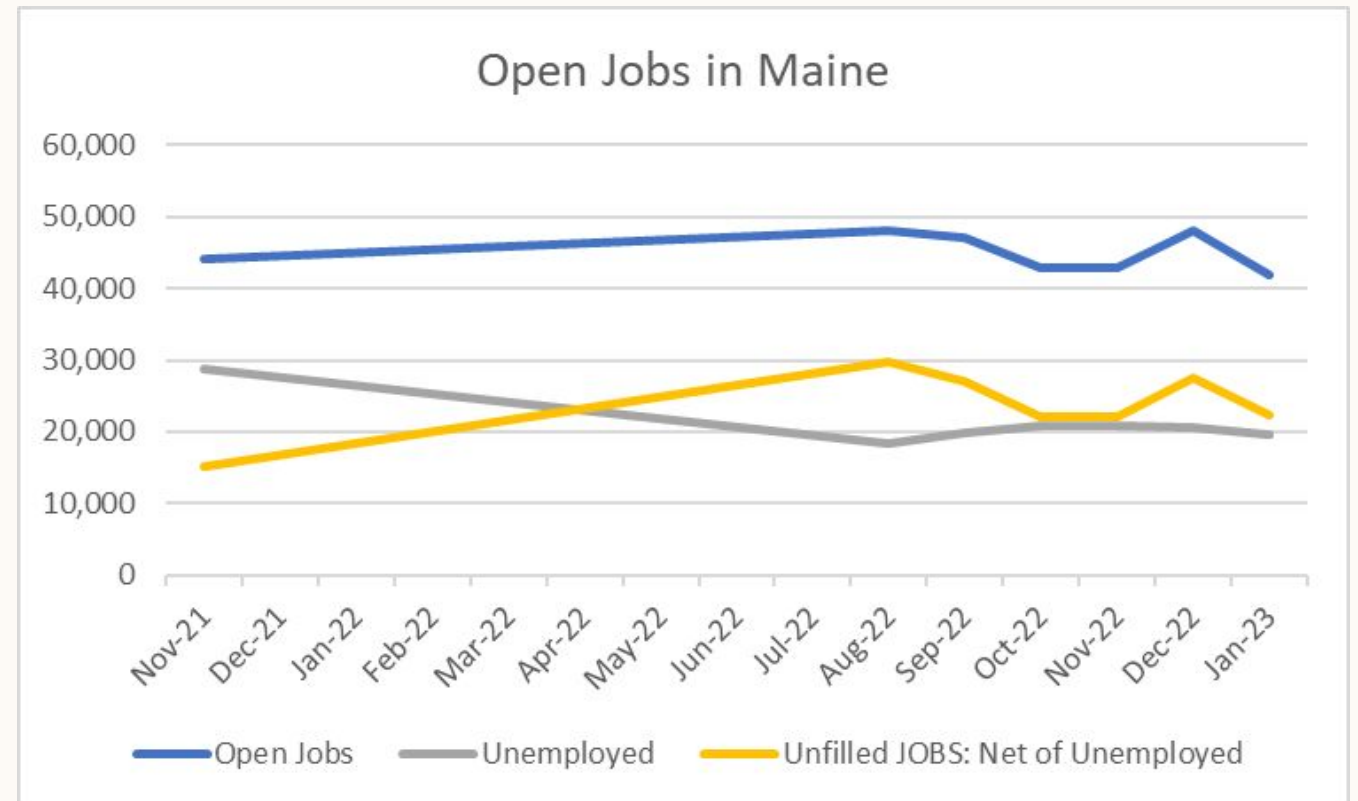
**Over 15,000 households on the S8 Voucher waitlist ... vs ~12,000 households who have a voucher already** (MaineHousing as of 2/2/23)

**42,000 unfilled jobs in Maine 1/2023**

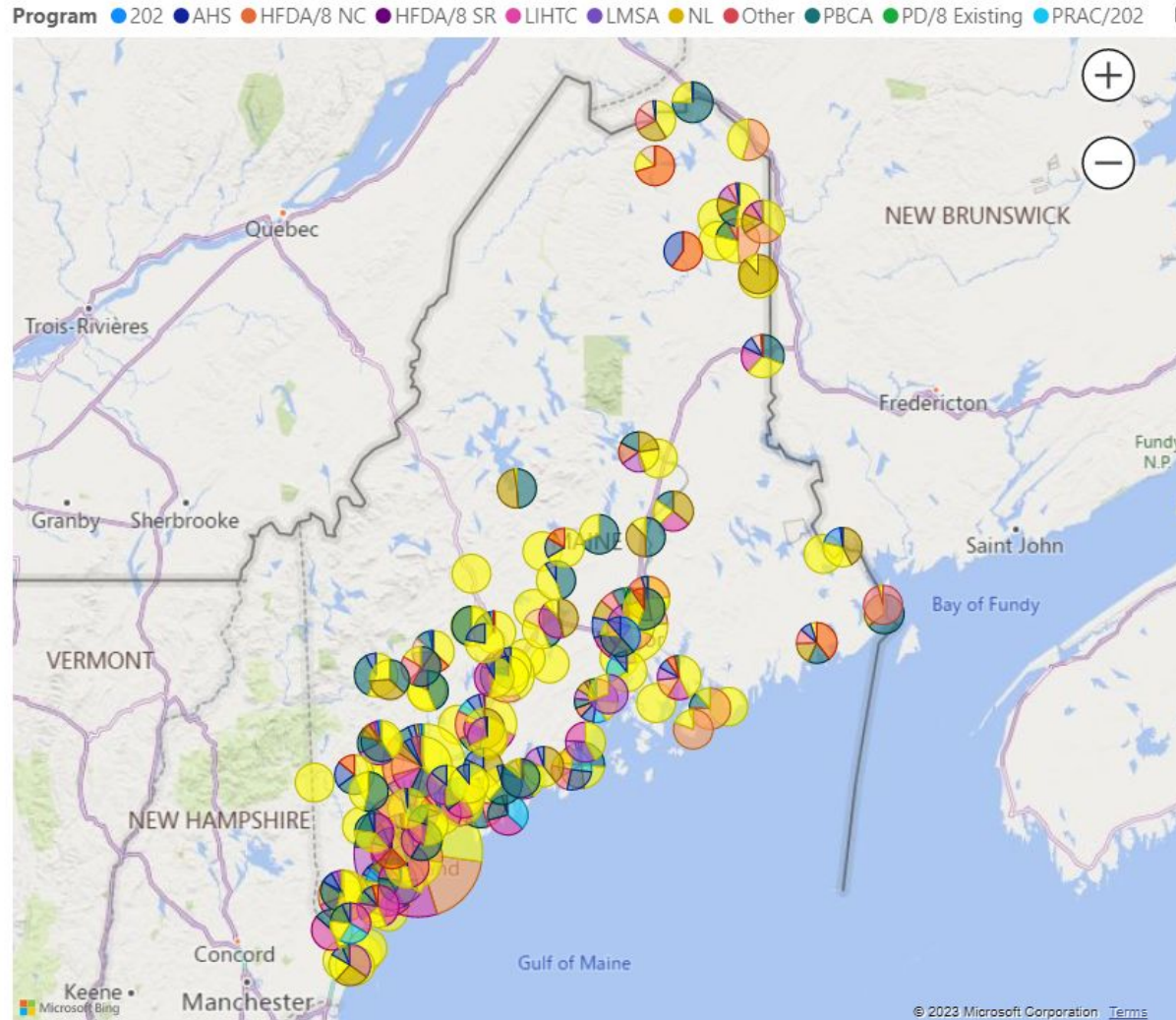
Source (JOLTS, BLS)

**19,702 unemployed Mainers** Source (BLS)

**=22,000 new workers needed (as well as worker housing)**



# A little over 41,000 households in Maine receive housing subsidy of some sort as of Q3 2022...

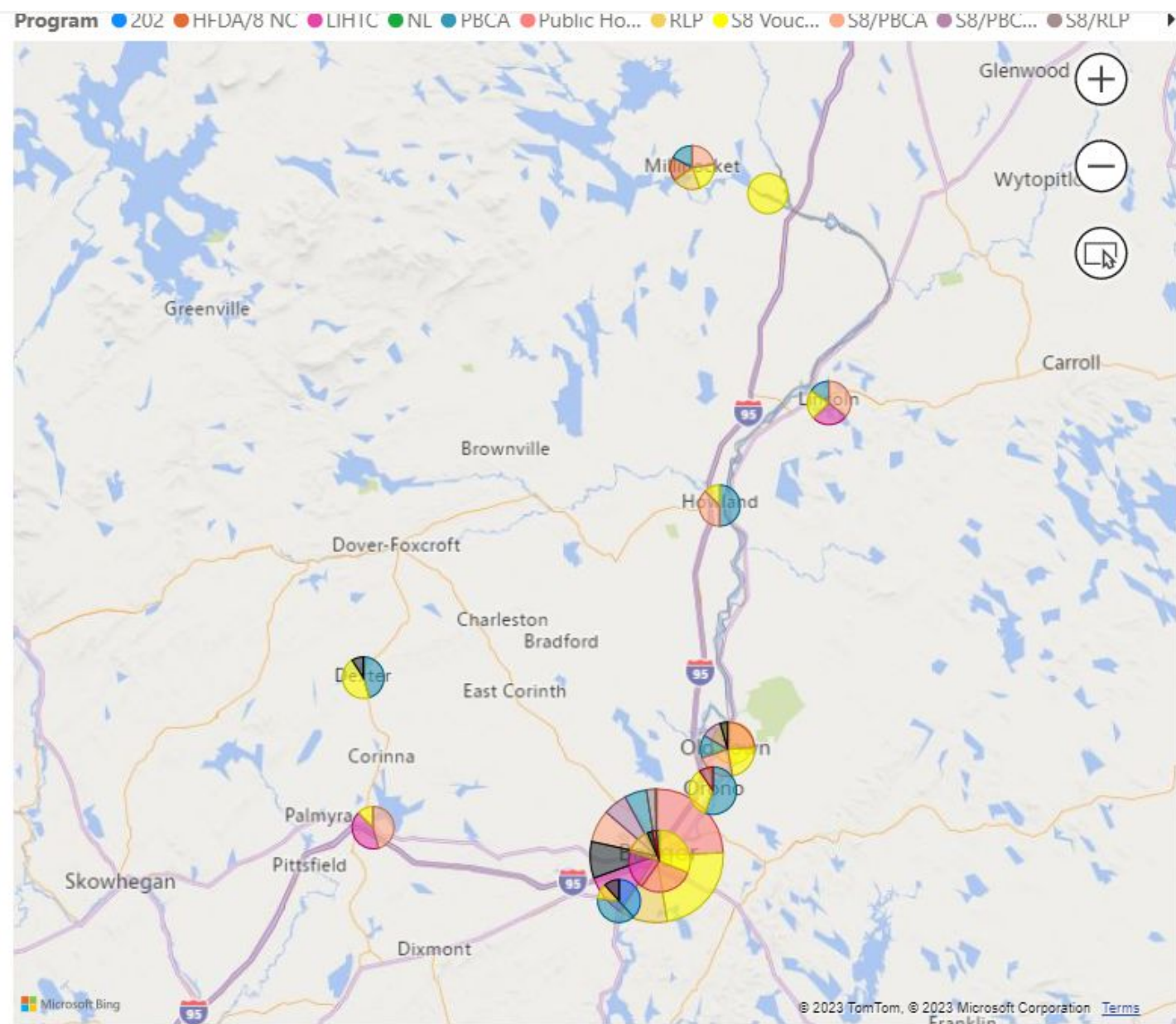


Data from MaineHousing as of 9/22

This is in a Power-BI query tool.

Please provide contact info if you would like access to the tool and to participate in a query-tool webinar





Penobscot County, ME (penobscot county geography)  
subsidized totals report

	Sponsor	Program	Totals
	MSHA or LHA	S8 Voucher	536
ess Shelter	MSHA	SHP	38
thority	LHA/HUD	Public Housing	25
thority	LHA/HUD	Public Housing	50
thority	LHA/HUD	Public Housing	88
thority	LHA/HUD	Public Housing	351
thority	LHA/HUD/MSHA	S8/PBCA	24
thority	LHA/MSHA	RLP	75
thority	LHA/MSHA	S8/RLP	50
gement, LLC	HUD/MSHA	PBCA	19
oration	MSHA	LIHTC	35
R Counseling Services	MSHA	SHP	1

County

penobscot

Program

Search

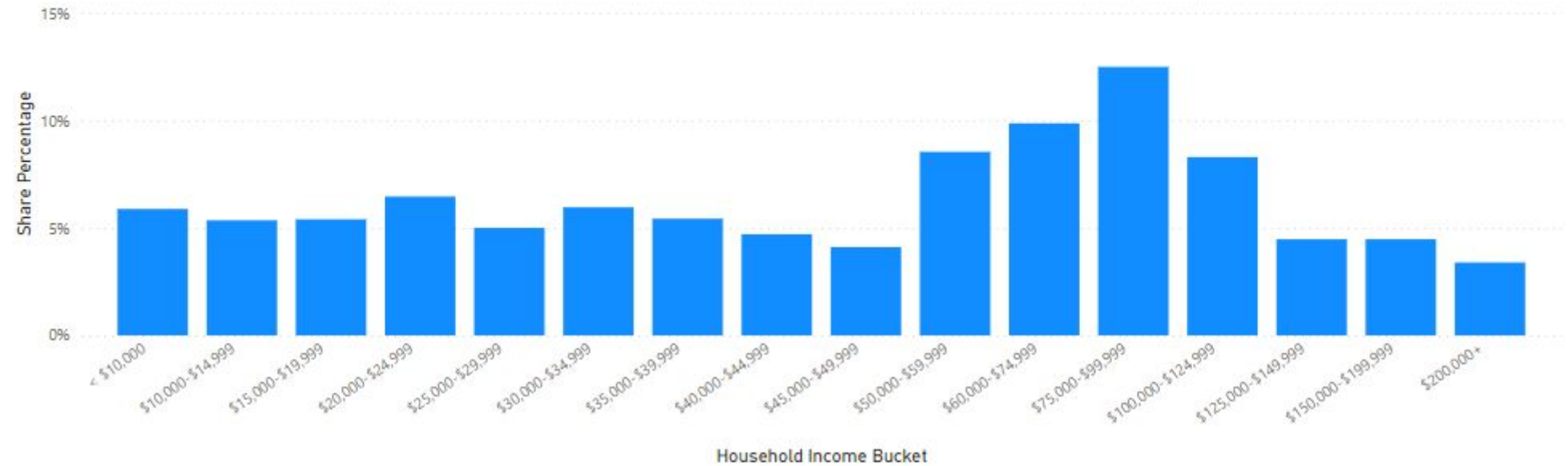
Town

Search

Manager Company

Search

## Distribution of Household Income For Penobscot County (Source ACS 2020 - Note ACS Uses Uneven Income Groupings)



County	Housing Type	Housing Cost/Monthly Rent	Income Needed	% of those who cannot afford
Penobscot	FMR	\$987	\$39,320*	39.5%
	Median Sales Price	\$214,816	\$85,296**	70%
	New Construction	\$400,000	\$160,000	92%

\*  $(\text{FMR}/0.3) \times 12$

\*\*  $(\text{Housing Cost}/2.5)$



# NOT ALL PLACES ARE OVER-BUILT

## ~22K MORE PEOPLE MID-20<sup>TH</sup> CENTURY IN THESE 8 CITIES COMBINED

1950 -> 2020 (SOURCE: ACS FOR 2020; CENSUS OF 1950)



**RUMFORD/MEXICO**

14,662->8092



**WATERVILLE**

18,232 -> 15,028



**AUGUSTA**

20,900 -> 18,899



**LEWISTON/AUBURN**

64,220 -> 60,405



**GARDINER/HALLOWELL**

9,720 ->8,588



**FAIRFIELD**

5,770 ->2,298



**ROCKLAND**

9,138 -> 6,942



**WINTHROP**

3,027 -> 2,476

# **WIP: IT IS POSSIBLE TO BUILD A <\$200K HOME**

**4 MODULAR TOWNHOMES, ON INFILL LOT, EACH WITH  
LAND, PARKING, SMALL BACKYARD -> EACH BELOW  
\$200K; SOURCE: DEVELOPER KARA WILBER; ARCHITECT CALEB JOHNSON**

15





# **30+ EVOLUTIONARY CHANGES COMBINED...REDUCE COSTS AND SPEED BUILDING**

**(NUMBER OF CHANGES; SOURCES OF ACTIONS)**

<b>Physical model</b>  <b>(7 actions)</b>	<b>Site selection &amp; Municipal model</b>  <b>(7 actions)</b>	<b>Site-work; Set; Connect</b>  <b>(7 actions)</b>	<b>Business &amp; Financial Model</b>  <b>(7 actions)</b>	<b>Building Maine's Building Workforce</b>  <b>(3 aspects)</b>
<b>KBS</b> <b>Dooryard</b> <b>Caleb Johnson</b>	<b>George O'Keefe,</b> <b>Director Economic</b> <b>Development,</b> <b>Rumford</b> <b>KBS</b>	<b>Dooryard</b> <b>KBS</b>	<b>Bangor Savings Bank;</b> <b>Genesis Fund</b> <b>MaineHousing.org</b> <b>KBS</b> <b>Dooryard</b>	<b>AGC</b> <b>Portland Adult</b> <b>Education</b>

Physical model	Municipal model	Site-work; Set; Connect	Business & Financial Model	Building Maine's Building Workforce
Modular	Town lot sold at tax-card value	Cleared lot (no demo/tree cutting)	Off-season building lowers costs; KBS costs; GC availability/costs	AGC offers pre-apprenticeship programs
Small (400-700 sq ft)	No zoning	Infill site – already paved w. curb cuts	Home-buyers utilize first time buyers programs (lower APR; downpayment grants)	200 members – have access to 7 select technical HS' students
Townhouse (higher density)	Set-back waiver (anticipated)	City water + sewerage in street	Bank + NGO dev. Financing (lower rate and loan origination costs)	Provide intro to 13 trades and guaranteed interview for formal apprenticeship
2 homes per box	No water or sewerage hook-up fee	Optimize flatbed use – 1truck + driver – 1 day – 2 trips	Low carrying costs – quick build once started	
80-90% complete at factory	No parking study	Optimize crane costs – 1 day	Vertically integrated dealer/developer	
Belly wrapped	No impact fee (anticipated)	Limited site work – no terraces etc.	Low pre-development costs	
Heat pump installed in factory	Low building permit cost	Limited site build – no porches/decks	Utilize dealers' plans	



# **MAINE NEEDS 30-40,000 NEW LOWER-COST HOMES FOR CURRENT RESIDENTS AND FUTURE WORKERS**

- Jobs follow affordable housing.
- Not all towns abhor new construction.
- Modular/business changes can reduce costs.
- Private and Public leaders working together can increase the availability of affordable housing.
- Building for first-time-buyers - frees up rental housing cost-effectively, reducing rental demand and rental inflation.

A graphic featuring the text "Let's Celebrate!" in a vibrant, handwritten script. The words are in a bright red color with a subtle orange outline. The text is surrounded by colorful confetti, including blue, orange, and red dots and short lines, giving it a festive, celebratory feel. The entire graphic is set against a white square background.

Let's Celebrate!

Please join us across the lobby to celebrate  
Ava, Emma, Nancy, Sarah, Jacob, Elizabeth & Loren!



# Thank you for your support and involvement!

- **Shaw Family:** David Shaw, Abby Wark & John Shaw
- **Shaw Innovation Fellowship Advisory Board:** Daniel Barton, Rebecca Nisetich, Firooza Pavri & Rachel Bouvier
- **Office of Graduate Studies:** Michelle Erhard, Sydney Pontau, Andrew King & Caitlan Maddan
- **Promise Scholars Program:** Daniel Barton
- **Workshop Leaders:** Bruce Thompson, Sheilan Hamasoor, Paula Gerstenblatt, Rebecca Bushby & Meg Everist
- **Video & Photo:** Zach Boyce