

Letter of Interest

Thank you for the opportunity to respond to the Solicitation for Letters of Interest for Development Partner, Takoma Recreation Center. The development team of Coalition Homes, Inc. and The Orlo Fund (the TEAM) are delighted to present our submittal to the City of Takoma Park Department of Housing and Community Development. Coalition Homes, a provider of affordable housing to the most vulnerable, and The Orlo Fund, a residential developer and adjacent property owner, believe that leveraging their respective resources together with the City of Takoma Park will not only optimize the development of the existing Takoma Park Recreation Center site, but provide a new and improved Recreation Center for the community. These outcomes completely align with our organizations' mission to increase and promote housing sited in communities with transportation, retail, services and recreation amenities. And, deliver exceptional property management services and resident centric support within a dedicated community. Ultimately, we envision a Public-Private partnership with the City of Takoma Park where there is a new mixed-income residential building on the current site together with a new recreational facility on an alternative site –within close proximity of the current facility.

The TEAM proposes developing the current site toward a highest and best use creating 200+/- assorted sized and priced units that cater to a diverse population. We envision park-like courtyard entrances to project a sense of inclusion and community identity, and multiple amenities such as bike storage, pet grooming, and meeting rooms etc. for use of the hundreds of residents, guests and friends. Parking would be underground.

CONCEPTUAL FEASIBILITY SITE PLAN



CONCEPTUAL FEASIBILITY SITE DATA

Floor	UNIT COUNT	LOBBY/ AMENITY	GROSS SF
5th	42		40,000 sf
4th	42		40,000 sf
3rd	42		40,000 sf
2nd	42		40,000 sf
Ground Floor	32	8,000 sf	40,000 sf
TOTAL	200	8000	200,000 sf

Lot Area	80,296 sf
@ 2 FAR	160,592 sf
@ 5 STORIES	32,118 sf
Provided GSF	200,000 sf

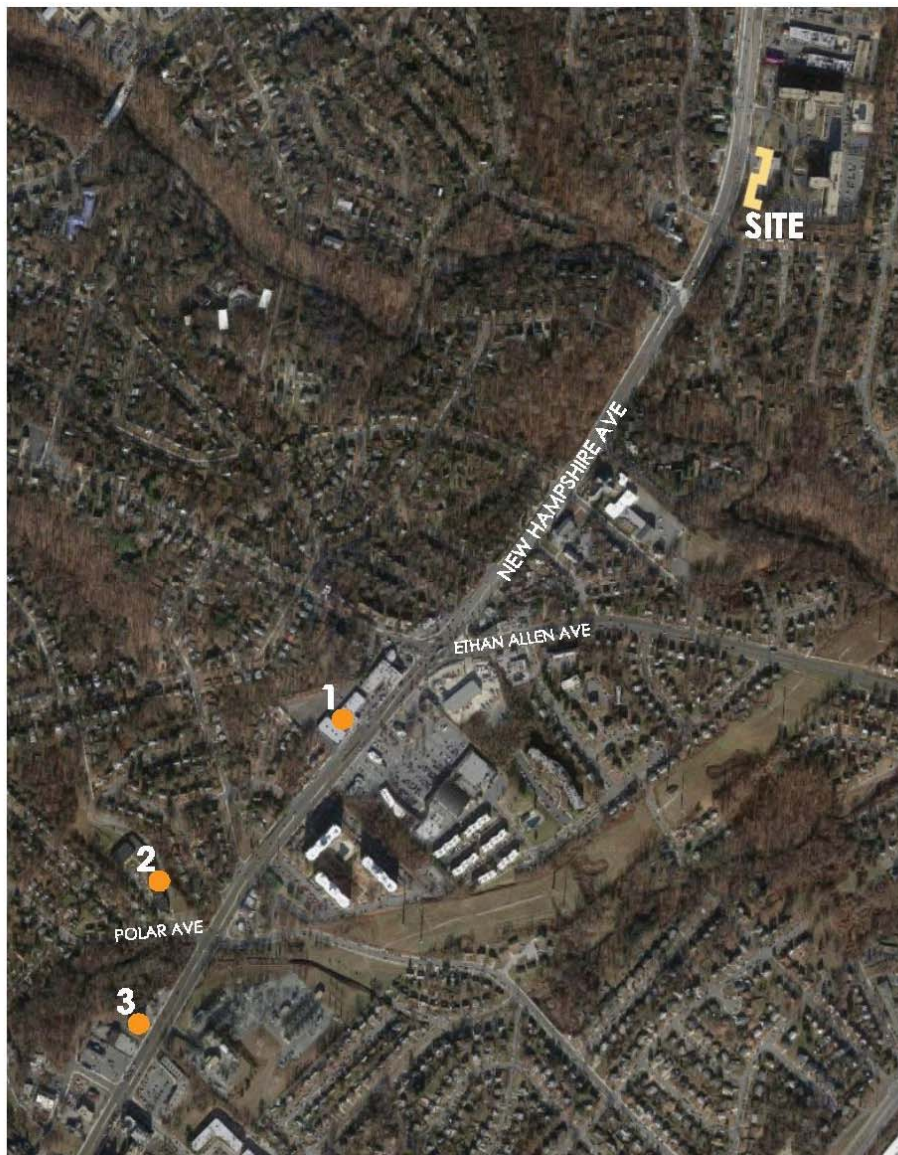
Allowed Height	60'-0"
Provided Height	58'-0"

	# of spaces		
B1 Parking	125		50,600 sf
B2 Parking	125		50,600 sf
TOTAL	250		101,200 sf

Parking spaces required
(1.2 per unit) 240

The new recreation center would be located within 1.5 miles of the current site providing much needed space for sports activities, community meetings and special events.

OPTIONAL REC CENTER LOCATIONS



PROPOSED REC CENTER

- 10,000 SF
- MULTI-USE GYM
(BASKETBALL COURT W
BLEACHERS)
- COMMUNITY EVENT SPACE
- OFFICES
- BATHROOMS
- VENDING
- STORAGE

RECREATION CENTER SITE OPTIONS:

- 1** 6824 NEW HAMPSHIRE AVE
0.8 MILES FROM SITE
- 2** 6501 POLAR AVE
1.1 MILES FROM SITE
- 3** 6530 NEW HAMPSHIRE AVE
1.2 MILES FROM SITE

We visualize the new residences as providing a hub for the adjacent properties serving as a catalyst to expand, and promote, access to both the new recreation center and amenities currently available to residents of adjacent property owners.

The transfer of ownership of the current site to the TEAM in exchange for the transfer of ownership of the alternative site and recreational facility to the City of Takoma Park is the ultimate outcome of this Public-Private Partnership. This approach creates the most number of affordable housing opportunities as recommended in the Takoma Langley Crossroads Sector Plan, and, expands and enhances the recreational opportunities in the community.

Qualifications and Experience

A summary of several key individuals of the TEAM is provided below. However, the TEAM intends to rely on its internal capacity within each organization to provide subject matter expertise as needed particularly in developing the financial framework, community partnership and program components of the project.

AARON J. ORLOFSKY CHAIRMAN AND CEO, THE ORLO FUND

Aaron has served as the founding chairman and CEO of The Orlo Fund LLC since 2006. He has vast experience and knowledge in all areas of real estate management, acquisition, finance and operation, and has overseen at least \$1,000,000,000 of real estate transactions. Aaron is very detailed oriented and seeks every advantage for his investors through very favorable financings, astute and prudent operation, and value-added insights that increase the overall return of an investment. Aaron is personally involved with all aspects of the operations, and delegates carefully, while maintaining full oversight of every transaction. While seeking maximum returns, Aaron also takes seriously his civic and moral responsibilities so that tenants are well provided for and happy with their rental arrangements. Aaron strongly believes that business operations should be strategically integrated with an overall approach of exceptional financial acumen, high quality service and community engagement providing benefit to investors, tenants and the general community.

DEBBIE PHOTIADIS DIRECTOR, COALITION HOMES, an affiliate of Montgomery County Coalition for the Homeless

Debbie is responsible for the acquisition, development and property management of permanent supportive housing for the most vulnerable. She has over 30 years of experience in real estate from both public and private sectors. Debbie began her career as a partner in a land development & construction company transitioning to urban renewal projects in the Baltimore region. She served as Assistant Secretary Real Estate for Maryland's General Services and Facility Director of Customer Management and Programs for the University of Maryland Medical Center. She oversaw business re-engineering and public-private partnership projects for state and local government and served on the US Environmental Financial Advisory Board. Her background provides her with a solid grasp of true collaboration and the strategies necessary to operationally implement project goals.

JEFFREY SHINENSKY DIRECTOR OF ACQUISITIONS, THE ORLO FUND

Jeff leads the acquisitions and underwriting departments. He vets possible investments and funding sources, and oversees all aspects of acquisitions. Jeffrey graduated from Johns Hopkins University with a Master's Degree in Counseling. Jeffrey is also a certified project manager (PMP) from the Project Management Institute, and brings his understanding of organizational dynamics, superior analytical skills,

and his ability to effect change to the Fund's activities. Jeff leverages all of the value added components each stakeholder brings to the table to arrive at a result reflective of the project partnership.

SUSIE SINCLAIR-SMITH

PRESIDENT, COALITION HOMES and Executive Director of Montgomery County Coalition for the Homeless
Susie Sinclair-Smith has over 30 years of experience in the non-profit and philanthropic sectors focusing on ending homelessness. She was the founding executive director of the Washington Legal Clinic for the Homeless, served with the D.C. Program and National Policy offices at Local Initiatives Support Corporation, and was the Director of Leadership and Policy Development at the Fannie Mae Foundation. She oversaw the William S. Abell Foundation's Strategic Initiative to End Chronic Homelessness in D.C., and served as an expert consultant with the US Department for Health and Human Services for the development of the 2010 *Opening Doors* federal strategic plan to end and prevent homelessness. She is a voting-member of the Montgomery County Interagency Commission on Homeless and Vice Chair of Nonprofit Montgomery. All of her key accomplishments rely on building solid working relationships with every group impacted by the project.

ELI SZOJCHET

DIRECTOR OF FACILITIES, THE ORLO FUND

Eli oversees the daily operations and development at the properties. He manages the maintenance staff at each property, interacts with outside vendors and service providers, and coordinates with property management and corporate staff. Eli brings expert skills to his responsibilities, having extensive experience in custom carpentry, fine woodworking and custom furniture making. He has an educational background with a focus on architecture and design, and has construction and electrical experience. He is a licensed contractor. Eli is a "people person," and views all customers as partners to achieve mutual success. Eli is passionate about providing tenants with quality care in a timely and concerned manner.

Prior Examples

Cordell Place, Bethesda, MD

Cordell Place located at 4715 Cordell Street, is a 32 unit residential building in downtown Bethesda. Cordell Place provides permanent supportive housing and intensive onsite support services for previously homeless individuals often confronting mental illness and chronic medical issues. This integration of a dedicated facility for the most vulnerable population in a Bethesda neighborhood was only made possible through extensive community outreach and engagement with the Chamber of Commerce, Bethesda business sector, the County Council and several key county agencies, specifically the departments of Housing & Community Development, Health & Human Services and Planning. The site was previously a mostly vacant class C commercial office building, renovated into 32 Private Living Quarters through an adaptive reuse design protecting the original core of the building and mixed use character of the neighborhood – to include street level retail and community amenities for the residents. The \$9M+ project was spearheaded by a work team led by Coalition Homes/Montgomery County Coalition for the Homeless; Coalition Homes acquired the property in Spring of 2009 and was at full occupancy two years later. Montgomery County Coalition for the Homeless continues to provide all on-site services.

Hampshire Towers, Takoma Park, MD

In early 2015, The Orlo Fund acquired Hampshire Towers Apartments in Takoma Park, MD. Working closely with the Montgomery County Department of Housing and Community Development, a rental agreement was structured to provide for affordable housing for over 40 units (approx. 20% of the property) together with a discounted loan. Less than a year following acquisition of the property the net operating income of the property was able to support a refinance of the initial loan, allowing a return of 65% of the equity invested in the project and significant capital investment into the project. Community engagement is a cornerstone of the stability and success of the Hampshire Towers. It provides dozens of opportunities for the greater community including providing access to its meeting areas for local groups such as the Girl

Scouts, Takoma Park Dance Exchange, and the Zion Evangelical Lutheran Church, making the pool available for a local non-profit summer camp, and providing space for events sponsored by the county.

The Orlo Fund just recently acquired **Seneca Village in Gaithersburg**, Maryland and is the early stages of development. It anticipates structuring agreements with the county as above, continuing to add to the affordable housing capacity in the county. There will also be a multi-million dollar project among The Orlo Fund, the City of Gaithersburg, and the State Highway Administration to repair the stream located on the property that will improve the flow in the stream and ensure the health and long-term sustainability of the stream.

Imperial Senior Suites, Southfield, MI

The Orlo Fund acquired Imperial Senior Suites in 2008 and has been refining the management of this facility ever since to provide the most customer-centric environment for the population it serves. There are 200 1-, 2- and 3-bedroom apartments at this independent senior facility, providing beautiful apartment home style living in a supportive environment, with friendly staff who ensure that the residents are attended to and looked after with compassion, patience and care. The range of services at Imperial continues to grow to meet the needs of the senior population, giving them the ability to live in our community safely, independently and comfortably. The Orlo Fund hosts a range of community uses to provide a wide array of services for its residents. This includes:

- Partnership with the Host Social Work/Nursing Program for home care and hospice programs
- Engaging the Macomb Oakland Regional Center Medicaid waiver program to provide appreciation events for the residents and their extended families
- Scheduling and arranging weekly care for the residents under the Program of All-inclusive Care for the Elderly
- Monthly church services for various denominations
- Monthly meetings for Veterans Affairs

Preliminary Work Plan

The TEAM proposes a fairly robust collaborative process with the City of Takoma Park inclusive of administration staff, Council members and community & neighborhood groups and associations. It is envisioned that a workgroup co-led by the City of Takoma Park and the TEAM be created to maintain the focus and objective of the project. In addition, the County Departments of Housing & Community Development, Planning, Health & Human Services, county council members, and other administration personnel will all play key roles in ensuring the project's success.

The most critical elements to advance this project from vision to reality are components of the planning stage, beginning with a mutual understanding of the project outcome. Key TEAM deliberations will include:

- Identifying the essential objectives of the project
 - Number of housing units envisioned
 - Open space requirements
 - Size & geographic location of alternate site/rec center
- Defining the conceptual understanding of roles & responsibilities of each party
 - Communications & stakeholder engagement
 - Scope development – site & building
 - Design & construct
 - Program elements for housing
 - Program elements for rec center
 - Funding – sources & uses

- Establishing the parameters around input from various stakeholders
 - Exchange of information or ongoing participation
- Identifying the pre-requisite steps necessary to make the project possible
 - Acquisition of properties for current site expansion & alternate rec center site
 - Zoning – density, parking
- Identifying actions/tasks that can be undertaken concurrently
- Proposed project schedule from planning & pre-development to opening

Although these deliberations are typical in project development, under a public-private partnership structure bringing the parties together to act with a timely sense of urgency sufficient to meet both private and public sector expectations & guidelines requires commitment and due diligence from all parties. Empowering the workgroup to keep the project focused and move with deliberate speed forward toward completion is a critical component of the projects' success.