

7) Developer Capacity and Qualifications

a. Owner

Orinoka Mills, L.P. will be the owner of the project. The general partner of the limited partnership is Ruth and Somerset Development Corporation, a non-profit entity wholly owned and controlled by New Kensington Community Development Corporation (NKCDC).

b. Team Structure

New Kensington CDC has an extensive and successful track record in creating positive outcomes within its service area. Its real estate development activity is no exception. NKCDC will provide management oversight and decision-making for all team members in the development process.

Architect: Jibe Design

Attorney: Regional Housing Legal Services

Contractor: Domus, Inc.

Development Consultant: Diamond and Associates

Property Manager: Multifamily Management of Philadelphia *Supportive Services Provider:* New Kensington Community Development Corporation

c. Profile of Principals and Staff

Profiles and resumes for key staff are included in this section.

Team Experience:

Architect Experience

Juliet Whelan founded Jibe Design in 2005. Since that time she has been heavily involved in the design and construction of rental housing in Philadelphia. For example, she produced architectural documentation and completed construction administration for the adaptive reuse of an old 10,000 SF brick and concrete commercial building similar to Orinoka Civic House. This project (The Exchange) is currently fully-occupied, and Juliet is now beginning construction administration on a 13,000 SF new construction addition to the building. The resulting 23,000 SF building is similar to the Orinoka project both in height, and in its combination of two construction types into a single project (old load bearing

masonry and new light gauge steel in this case). She has produced architectural documentation for several new construction row house communities and for many renovations to traditional brick row houses. Her work on the AIA award-winning Markoe Street Housing project for the Philadelphia Housing Authority is somewhat close in construction cost to the Orinoka Civic House. This \$13.6 million project comprises 34 residential units and is currently fully leased. The project sensitively knits modern design into a traditional neighborhood by respecting the urban scale, stoop culture, and materials already in place. The homes were designed to LEED Platinum standards, although accreditation was not pursued, and they feature durable materials and careful construction detailing. The highly insulated homes integrate a clerestory into an efficient daylighting, heating, and cooling system. The Orinoka project has similarly been designed to follow sustainable design principals.

Contractor Experience

Domus is a Philadelphia-based general contractor established in 1976 on the foundation of impeccable business ethics and a problem-solving attitude that has helped it grow to become a \$100 million construction firm with expertise in building and rehabilitating housing, restaurants, retail/commercial, healthcare and academic facilities. Domus consistently delivers jobs on-time and on-budget by engaging the owner and architect early in the process.

By working diligently to understand its customer's needs and learning the challenges presented by each project, Domus becomes an invaluable team partner. It has grown so skilled at this process that nearly 70% of its work comes from repeat customers. Working in Philadelphia offers Domus wide-ranging opportunities in new construction as well as historic renovation work. Much of its experience comes from projects funded by the federal and state government as well as local governing agencies. In the past 5 years alone, Domus has completed 18 LIHTC projects ranging in size from 31-100 units.

Jim Wyatt is a Principal Officer with Domus. In this role, he coordinates with project owners,

architects, and developers on new projects. He also manages all Pre-Construction services including oversight of the estimating department. He is Green Advantage Environmental-certified, and he attended Bucks County Community College, where he received an Business Administration Associate of Arts Degree. He has been with Domus for 32 years.

Legal Experience

RHLS is an organization with unique expertise in affordable, sustainable housing and its related components — community development, economic development, utility matters, and preservation of homeownership. RHLS provides innovative project and policy solutions that help create sustainable communities offering decent, safe, and affordable housing for lower income people in the Greater Philadelphia region. In its 40-year history, RHLS has helped leverage more than \$1.4 billion of federal, state, and private investment into disinvested Pennsylvania communities. This investment has generated, preserved, and/or renovated thousands of units of affordable housing for low- and lower-income Pennsylvania families.

Its mission is to create housing and economic opportunity in underserved communities in Pennsylvania and to effect systemic change for the benefit of lower-income households statewide. RHLS accomplishes this mission by:

- Providing free legal services and technical assistance to community-based organizations (“CBOs”) that develop affordable housing and engage in economic development activities that benefit lower-income people;
- Informing, training, and supporting consumers, and those who serve consumers, on housing and utility issues; and
- Engaging in policy analysis and promoting system innovations focused on critical housing, economic development, neighborhood revitalization, and utility issues.

Since 1973, RHLS has successfully helped its clients leverage hundreds of millions of dollars in funding and investment throughout Pennsylvania. These investments into the most disenfranchised communities have stimulated economic and community revitalization, improving the prosperity and competitiveness of the region, particularly the urban core.

Property Management Experience

Multifamily Management Services (MMS) provides property management services in the affordable housing industry, including services for approximately 1,500 apartment units within the Philadelphia region through its local arm, Multifamily Management of Philadelphia (MMP). MMP is devoted, without compromise, to the services of the residents and owners of affordable communities. It is their primary and only purpose. MMP currently manages Coral Street Arts House for NKCDC. Detailed background information and lists of properties under management are included in this section.

Consultant Experience

Diamond & Associates is a skilled, successful developer and provider of development advisory services, ranging from planning, packaging, financing, structuring, closing, construction, leasing and/or sale of affordable, multifamily housing development projects. Since 1990, it has supported the development of over 5,300 completed affordable apartments. In its advisory capacity, Diamond & Associates assists non-profit, for-profit, and public entities in Pennsylvania, New Jersey, Maryland, Washington D.C and Alabama. The firm provides one-on-one, technically accomplished support, which enables development clients to achieve their development goals.

Core competencies include:

- Creation of applications for complex financings, including but not limited to:
 - Private and public debt and equity, with a focus upon Section 42 Low Income Housing Tax Credit,
 - HUD 202 Refinancing,

- HUD 236 De-Coupling and Restructuring,
 - Public Housing development funding,
 - ACC/Section 9 operating subsidies,
 - Project Based Section 8 operating subsidies,
 - HUD 202 & 811 Capital Advance fundings,
 - HUD Section 223 and 221(d)4 loan insurance,
 - Historic Tax Credit,
 - FHLB Affordable Housing Program,
 - McKinney Act,
 - Tax-Exempt Bond,
 - CDBG, HOME and other development financings
- Creation and management of pro forma as tools which support accurate project decision-making and the resolution of project challenges
 - Negotiation of terms for debt and equity financings
 - Provision of assistance on project selection and positioning; Selection and coordination of development team professionals, including design, construction, environmental, geotechnical, legal and accounting vendors
 - Revitalization planning for distressed communities;
 - Crafting, financing and implementing of demonstration programs and new financing tools in support of affordable housing and community revitalization work.
 - Provision of one-on-one, ongoing compliance technical support for rental housing developments pursuant to HUD regulations and requirements from other financing sources.