

DEVELOPER RESOURCE TEAM

STARHILL REDEVELOPMENT



Services for the UnderServed

New York, NY



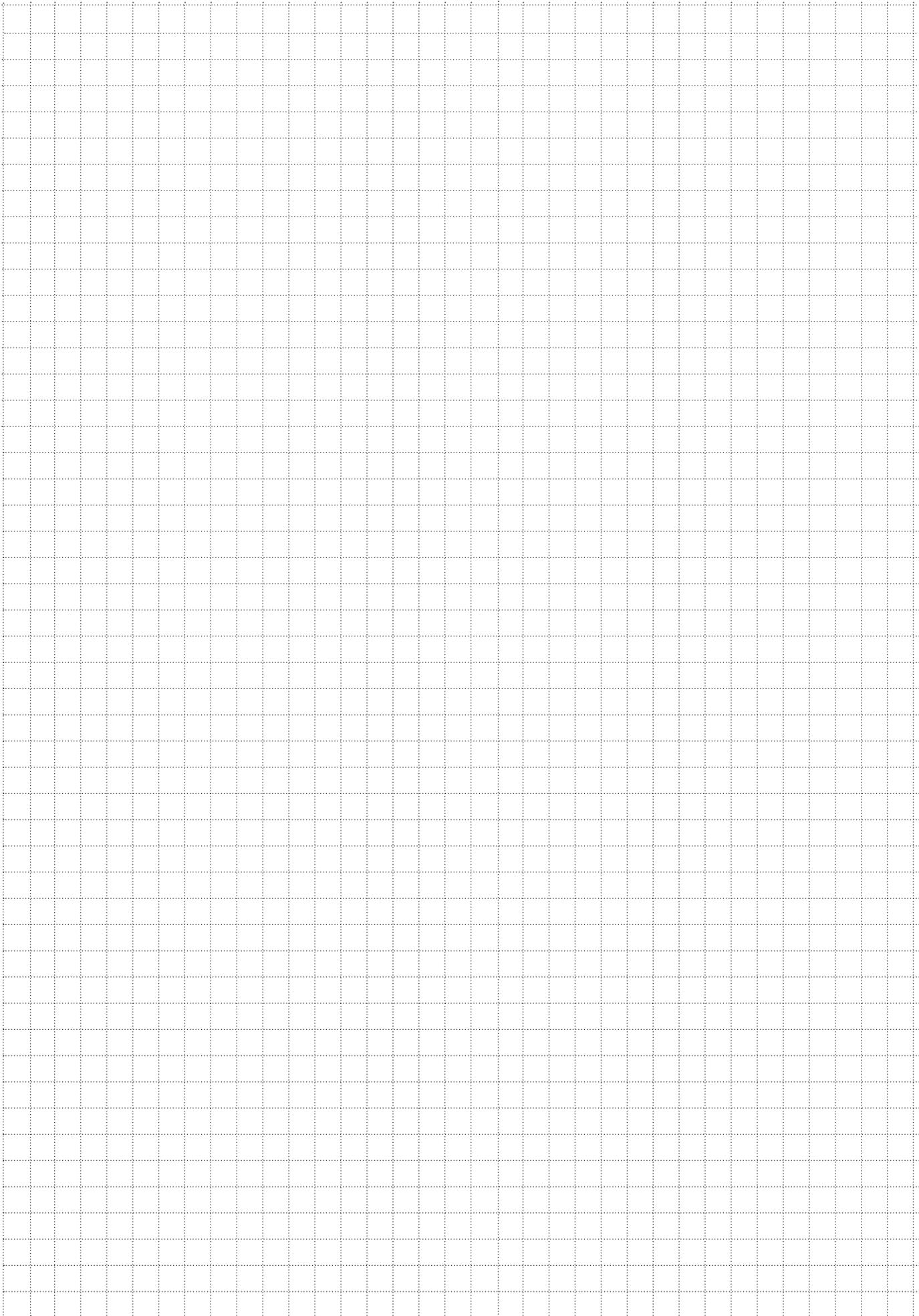
Arlo Chase, Senior Vice President of Real Estate and Property Development, joined SUS in 2014. Mr. Chase directs the real estate, facilities, and development teams at SUS. He oversees the expansion of SUS' role in the affordable housing space to include that of developer and property manager, in complement to SUS' established success as a housing and services provider. SUS' real estate portfolio is tracking towards well over 1 million square feet, with over 400,000 square feet of housing in development or under construction.



Aaron Hoffmann, Senior Project Manager, joined SUS In 2013. Mr. Hoffmann is responsible for the management of supportive housing projects from site acquisition and funding procurement through design, construction and lease-up. He was brought on to SUS to manage the rehabilitation and funding of SUS 72-bed facility in Queens which was partially destroyed by Hurricane Sandy. Previously he worked in commercial real estate development in Cleveland, Ohio. Mr. Hoffmann is a graduate of Brandeis University and Case Western Reserve School of Law.



Kyle Ervin, Project Manager, joined SUS June 2016. Mr. Ervin is responsible for managing new and existing tax credit development projects. He is part of SUS expanding core competency in pre-development underwriting and asset management. Mr. Ervin has prior experience in real estate management, finance and policy with NYC HPD and private industry. He holds a BA from the University of Kansas and MBA in Finance from CUNY, Zicklin School of Business.



DEVELOPER RESOURCE TEAM

STARHILL REDEVELOPMENT

About Services for the UnderServed

Services for the UnderServed, Inc. drives scalable solutions to transform the lives of people with disabilities, people in poverty, and people facing homelessness: solutions that contribute to righting societal imbalances. SUS has almost two decades of experience as a joint venture partner in the development of supportive and low-income housing. Historically, their joint venture participation has been as social service partner, operating nine treatment facilities, and providing a portion of the operating guarantees with property management responsibilities post-construction. In recent years, SUS has progressed towards a more fully integrated real estate development structure. Their current pipeline includes 1,100 units in various stages of development.

Project Description

SUS is embarking on its most challenging project to date in the 300+ unit Starhill Redevelopment. Reimagining the nearly 2-acre site involves a diverse collaboration with government and private partners. The potential community attributes of the site offer a rare opportunity to revitalize the surrounding blocks within the Morris Heights neighborhood of the Bronx. The redevelopment of Starhill must accommodate the coexistence of several different use-groups on a single site. It incorporates 250+ units of supportive and affordable housing, a 7,500 sq. ft. community wellness center, a 2,500 sq. ft. private medical clinic, and a 170-bed OASAS licensed treatment facility. The diversity of these uses in combination with their aspirations for excellence in energy efficiency and aesthetic design pose considerable challenges to the project. Starhill will have assumed four general characteristics entering 2018: it will be immediately viable, of quantifiable social impact; financially provisioned, and organizationally sustainable over the long term.

Project Context

The current redevelopment phase was initiated in 2015 as part of a broader organizational needs assessment. New, software-based analytics were implemented across the SUS portfolio to tighten financial oversight of building performance. As part of this effort, Starhill was singled out as one of SUS's costliest properties from a real estate operations perspective, with the highest expense ratio.

Institute Goals

- **Enhanced Partnership**
Improve ability to leverage the ingenuity and resourcefulness of design partners
- **Identify and Retain Innovative Project Elements**
Identify cost-effective methods to improve the resilience and efficiency in new and existing buildings. Explore design innovations that provide a greater sense of place for residents and allow for positive resident participation. Identify methods to retain imaginative project elements in the face of construction cost overruns.
- **Life Cycle Costs**
Discuss the life cycle costs of new technologies and their potential savings, helping SUS to overcome the challenge of narrow operating margins which limit incorporating technologies whose maintenance program is cost prohibitive or unknown
- **Client Outcomes**
Fully realize design innovations specific to supportive housing outcomes; explore how built spaces can positively impact treatment outcomes