



The Hebrew Orphan Asylum Adaptive Reuse Study

August 2011

Coppin Heights Community Development Corporation

Funding for this project was provided in part by Preservation Maryland, the Maryland Historical Trust, and the National Trust for Historic Preservation through the Preservation Fund.

Table of Contents

1. Executive Summary
2. Introduction
3. Study Objectives and Acknowledgements
4. History and Building Reconnaissance
5. Stakeholder Interviews and Public Outreach
6. Market and Neighborhood Conditions
7. Potential Uses
8. Sources and Uses of Funds
9. Schedule
10. Exhibits
 - A. National Register of Historic Places
 - B. MD Sustainable Communities Tax Credit Application
 - C. 2007 Whitney Bailey Cox Magnani Survey
 - D. 2009 Whitney Bailey Cox Magnani Survey

The Hebrew Orphan Asylum

A Center for Health Care and Healthy Living

Executive Summary

Opportunity is what we find when evaluating the feasibility of restoring the Hebrew Orphan Asylum. The opportunity to restore a rare example of a 19th century purpose-built orphanage; the opportunity to continue the buildings' existence in service to the community; and the opportunity to provide necessary health care and healthy living alternatives to a community located in a food and health care desert.

The revitalization of this historic building is also an opportunity to forge a stronger relationship between the community and Coppin State University. Coppin State University has the opportunity to continue its partnership with the community in helping to alleviate the health and education disparities rampant in the community.

The list of opportunities is abundant with respect to the restoration of the Hebrew Orphan Asylum. It is our hope that the redevelopment plan for the Hebrew Orphan Asylum will spur other revitalization plans for the area. The proposed location for the Red Line Rosemont station is ¼ of a mile from the Hebrew Orphan Asylum making the redevelopment of the building a tremendous opportunity for Transit Orientated Development. According to the U.S. Census, more than 19 percent of Baltimore City residents use public transit as their means of transportation for work, compared with 29.1 percent in the Coppin area, as represented by local zip code 21216. The new Red Line will provide a greater opportunity for Coppin residents to utilize public transit as well as visitors and workers to the Hebrew Orphan Asylum.

This study is being completed in conjunction with the filing of applications to the Maryland Sustainable Communities Rehabilitation Tax Credit Program and National Park Service (federal tax credit). The scope of the study was expanded in light of the very poor condition of the building and the necessity to immediately start predevelopment activities.

The Hebrew Orphan Asylum was constructed in 1872 as an orphanage and served as that purpose until 1923. From 1923 to 1949 it served as the West Baltimore General Hospital and then from 1949 to 1974 as part of Lutheran Hospital. From 1974 to 1989 it was occupied by city social service agencies and a community organization. It was closed in 1989 when Lutheran Hospital closed its doors. It has been vacant ever since.

Our plan is to restore the Hebrew Orphan Asylum for use as a Center for Health Care and Healthy Living. Combining two important uses, a healthy foods market and a community health center will return the building to the community's service.

Introduction

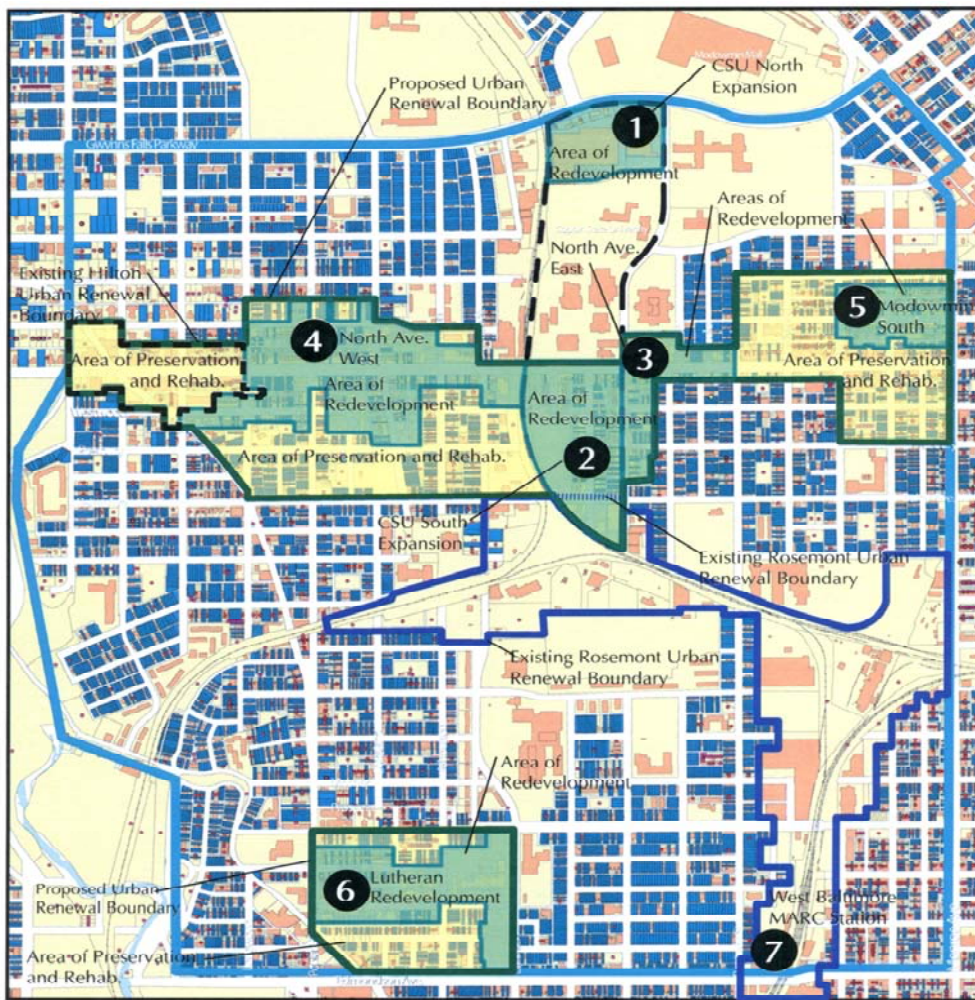
The Hebrew Orphan Asylum (HOA) is part of a larger complex known as The Lutheran Hospital site. The HOA is located at 2700 Rayner Avenue at the corner of Dukeland Street in the Greater Coppin Heights/Rosemont neighborhood.

The redevelopment of the Lutheran Hospital site was one of seven key development initiatives outlined in the 2004 Greater Coppin Heights/Rosemont Revitalization Plan. The plan, written in collaboration with the State of Maryland, City of Baltimore, the Enterprise Foundation, Coppin State University (CSU), and the Coppin Heights Community Development Corporation, defines a vision for neighborhood-wide revitalization. The plan “responds to the community’s expressed concerns regarding the need for a more realistic and viable strategy to address identified neighborhood priorities: (1) slum and blight removal; (2) community safety; and (3) strategies to address known health and education disparities.” Additionally, the plan seeks to correct decades of disinvestment and neglect.



Figure 1 – Aerial photograph of site.

The Lutheran Hospital Site, which consists of two parcels, a 5.8 acre parcel and a 1.14 acre parcel, was purchased by Coppin State University in 2003. The larger parcel was improved by the main Lutheran Hospital complex. The property has been vacant since 1989 when Lutheran Hospital closed its doors. The entire site was cleared in 2009 with the exception of the Asylum building which is located on the smaller parcel. It originally opened in the 1870's, was closed in 1923 and then reopened and expanded as a hospital in 1924.



Recommended urban renewal areas, and key development initiatives.

The seven recommended projects as identified above are : (1) Coppin State University North Campus Expansion, (2) Coppin State University South Campus Expansion, (3) North Avenue – East, (4) North Avenue-West, (5) Mondawmin – South, (6) Lutheran Redevelopment, and (7) West Baltimore MARC Station. These seven recommended projects are key redevelopment targets because of their visibility in the community as well as being among the most blighted and disinvested areas in the neighborhood.

Of the seven recommended projects in the plan, CSU’s North Campus Expansion is complete and the South Campus Expansion is underway, with one academic building already completed. Planning for the West Baltimore MARC Station is also progressing. However, despite these investments in the community, not much has changed in the last seven years that responds to the neighborhood priorities’ of slum and blight removal, crime reduction, and eliminating health and educational disparities. In fact, current neighborhood statistics suggest that the recent housing crisis and recession have caused further decline in the area.

CSU’s Facilities Master Plan 2009 – 2019 estimates the total cost of all proposed capital projects to equal \$446,958,450(see page 94 from CSU Facilities Master Plan)¹. The CSU Facilities Master Plan targets \$14 million for a “Community Outreach Facility, Lutheran site” during the first five years. Given the realities of the State of Maryland’s budget and CSU’s other priorities such as new academic buildings, new student housing, and existing campus upgrades, alternative sources of funding need to be found.

¹ The full CSU Facilities Master Plan can be found at:
<http://www.coppin.edu/CapitalPlanning/CSUFacilitiesMasterPlan0919.PDF>



Coppin State University will continue its assessment of possible refinements and adjustments to the following proposed list of capital projects and priorities as future planning and campus development occurs including any new opportunities and constraints that may be presented to the institution.

Table 16: Summary of Capital Projects

Project	5 Year Program	Post 5 Year Program
• Construct Science and Technology Center*	\$100,597,000	
• Wayfinding (Exterior Signage) Phased	\$750,000	
• Renovate Grace Hill Jacobs (P,C,E)	\$65,450,000	
• Construct Management Science, Economics & Education Building (P,C,E)	\$51,650,000	
• Site Improvements, Phase 1 (P,C)	\$3,285,000	
• Community Outreach Facility, Lutheran Site (P,C)	\$14,000,000	
• Upgrade Campus Security & Utility Systems-Phase 4 (P,C)	\$12,760,000	
• Land Acquisition (A)	\$5,000,000	
• Wayfinding (Interior Signage), Phased	\$825,000	
Total 5 year Program	\$188,932,450	
• Demolish Percy Julian Science Center		\$600,000
• Construct Creative and Performing Arts Center (P,C,E)		\$51,410,000
• Demolish Johnson Auditorium (P,C)		\$200,000
• Construct New Student Center (P,C,E)		\$61,611,000
• Renovate Tawes Center for Student Services (P,C,E)		\$16,485,000
• Renovate Connor Administration Bldg (P,C,E)		\$11,760,000
• Demolish Murphy Research Center (P,C)		\$400,000
• Renovate Moore Library (P,C,E)		\$37,620,000
• Construct Parking Structure 2 (500 spaces) (P,C,E)		\$9,865,000
• Construct Parking Structure 3 (500 spaces) (P,C,E)		\$9,865,000
• Construct New Residence Hall #3 (400 Beds) (P,C,E)		\$30,400,000
• Construct New Residence Hall #4 (350 Beds) (P,C,E)		\$24,675,000
• Upgrade Campus-wide Security & Utility Systems-Phased (P,C)		\$1,210,000
• Complete Site Improvements (P,C) - Phased		\$1,100,000
• Wayfinding (Interior Signage) , Phased (P,C,E)		\$825,000
Total Post 5 Year Program		\$258,026,000
TOTAL 10 YEAR PROGRAM		\$446,958,450

A = Land Acquisition
P = Planning Funds
C = Construction Funds
E = Equipment Funds

*Represents the balance of funds required. Existing appropriations = \$16M for Acquisition and Preliminary Planning

Study Objectives and Acknowledgements

Coppin Heights Community Development Corporation (CHCDC) and Baltimore Heritage with the support of Coppin State University nominated the Hebrew Orphan Asylum to the National Register of Historic Places in September of 2010. The HOA was officially entered in the National Register on October 28, 2010. In February of 2011, high winds further compromised the building and underscored the necessity to develop a plan to restore the building in the immediate future.

Initially, Coppin Heights Community Development Corporation (CHCDC) sought to commission a more detailed study and stabilization plan. However, lacking the full resources necessary, a more limited feasibility study was undertaken. The objectives of this study are to (1) recommend potential uses for the HOA, (2) develop a realistic budget for renovation, and (3) identify potential sources of financing to fund the renovation.

During the course of the study, it became apparent that the most viable sources of financing included the use of state and federal historic tax credits. The state tax credit is a competitive credit that accepts applications during established rounds. The deadline for 2012 applications was August 31, 2011. Accordingly, this study was expanded to include the preparation and submission of an application to the 2012 Maryland Sustainable Communities Rehabilitation Tax Credit Program. Given the urgency of redeveloping the HOA, CHCDC decided that now was the time to put together a workable plan to save and restore the Hebrew Orphan Asylum. CHCDC submitted an application for the 2012 round prior to the completion of this report.

Funding for this study was provided in part by Preservation Maryland, the Maryland Historical Trust, and the National Trust for Historic Preservation through the Preservation Fund. This study and the Maryland Sustainable Communities Rehabilitation Tax Credit Program application were prepared by Wendy Blair of W.L. Blair Development, LLC in partnership with Kann Partners and Baltimore Heritage. Special thanks are extended to Eli Possum, Baltimore Heritage and Robyn Chrabascz, Kann Partners for their drafting of the Part 1 and Part 2 applications.

History and Building Reconnaissance:

The history of the Hebrew Orphan Asylum site spans nearly 200 years, from its beginning in 1815 as “Calverton,” the country home of Baltimore banker Dennis Smith, to its vital role providing social and medical services for the City of Baltimore, first as the Baltimore City and County Almshouse (1820 – 1866) and then as the Hebrew Orphan Asylum (1872 – 1923). The building transitioned to serve as the West Baltimore General Hospital (1923 – 1945) and finally as the Lutheran Hospital of Maryland (1945 – 1989). The original Hebrew Orphan Asylum building, dedicated in 1876, is closely associated with the Jewish history of Baltimore and is a rare example of a 19th century purpose-built orphanage designed by the little known master architects Edward Lupus and Henry A. Roby in their partnership Lupus & Roby.

From 1872 through 1923, the Hebrew Orphan Asylum was led by an affluent German Jewish community. A broad and diverse community of Jewish Baltimoreans supported the Hebrew Orphan Asylum with donations of all sorts and many Jewish children and families depended on its services for their welfare and survival. When the institution transitioned from an orphanage to use as the West Baltimore General Hospital, it took on a new association with the broader growth and development of West Baltimore. As streetcar suburbs developed along Edmondson and North Avenues, doctors, nurses, and staff at West Baltimore General Hospital provided medical services, including emergency care, surgery, and maternity care, to tens of thousands, of West Baltimore residents.²

The building was partially renovated in the 1970’s for use by city social service agencies and a neighborhood multipurpose center. Then in 1989, the Hebrew Orphan Asylum building was vacated when the Lutheran Hospital of Maryland closed. The building was purchased in 2003 by Coppin State University and was partially stabilized in 2009 following a roof collapse. The adjoining 1944 building associated with the West Baltimore General Hospital has since 1996 been used as the Tuerk House, the largest residential drug treatment facility in Baltimore with 75 beds and a 28-day residential treatment program for individuals without health insurance.

² History written by Eli Possum, Baltimore Heritage

A visual survey was performed in 2007 to opine the probable costs for structural repairs to the building. The survey was prepared by Whitney Bailey Cox Magnani.³ The survey revealed missing and open windows, a compromised roof and substantial water damage from severe leakage. A large area in the center of the core was also collapsed which included the sky light and central staircase. Enclosure repair was estimated at \$333,600 in 2007 and complete structural restoration at \$845,000.

In 2009 Whitney Bailey Cox Manani documented additional structural issues that were discovered during stabilization.⁴ The roof support structure adjacent to the collapsed skylight was compromised which required a temporary shoring system to be designed and constructed to stabilize the roof locally. The internal support trusses were damaged as well as the interior and exterior brick bearing walls.

Further damage to the building occurred in 2011 when a window in the rear of the building collapsed due to a high wind resulting in a partial collapse of the east wall on to the lower roof.



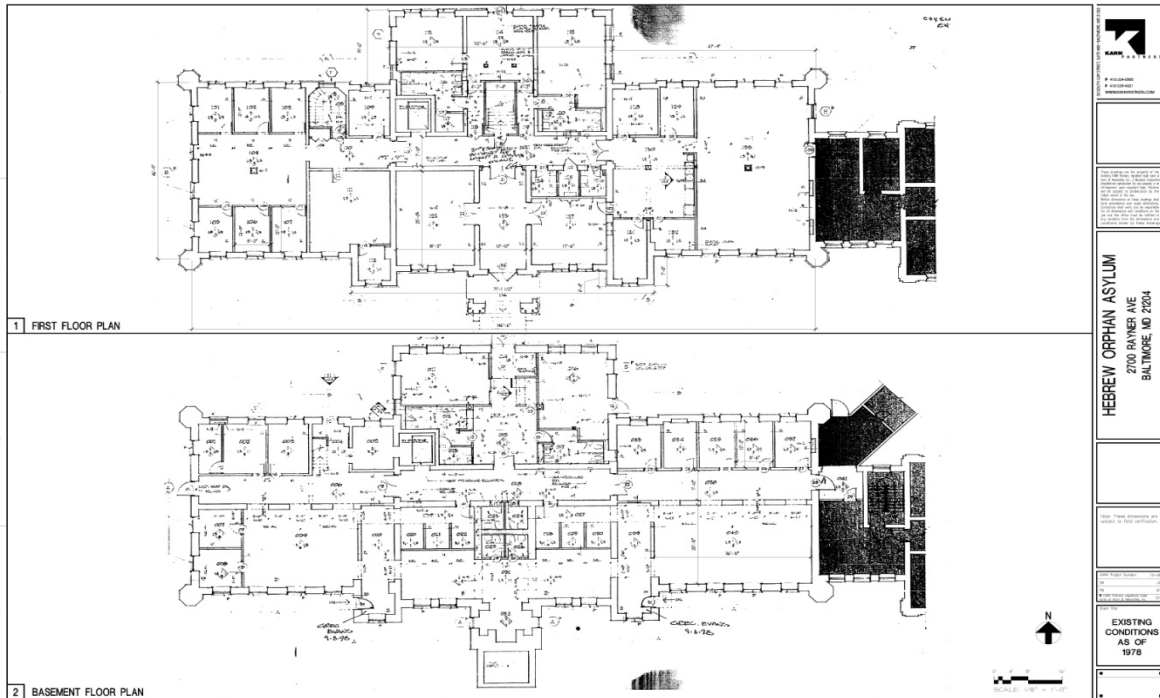
Figure 3 – East Wall Elevation

³ Exhibit E

⁴ Exhibit F

Due to the dangerous conditions inside the building, we were unable to review the existing conditions and measure the building in preparation for completing this study. Partial plans were located at the Baltimore City Building Department that gave us an approximate size of the building. The building consists of a four story core with three story wings on both the east and west sides.

The wings are believed to be slab on grade and the core to be framed over a crawl space. The ground level is partially below grade and is labeled as “Basement”.

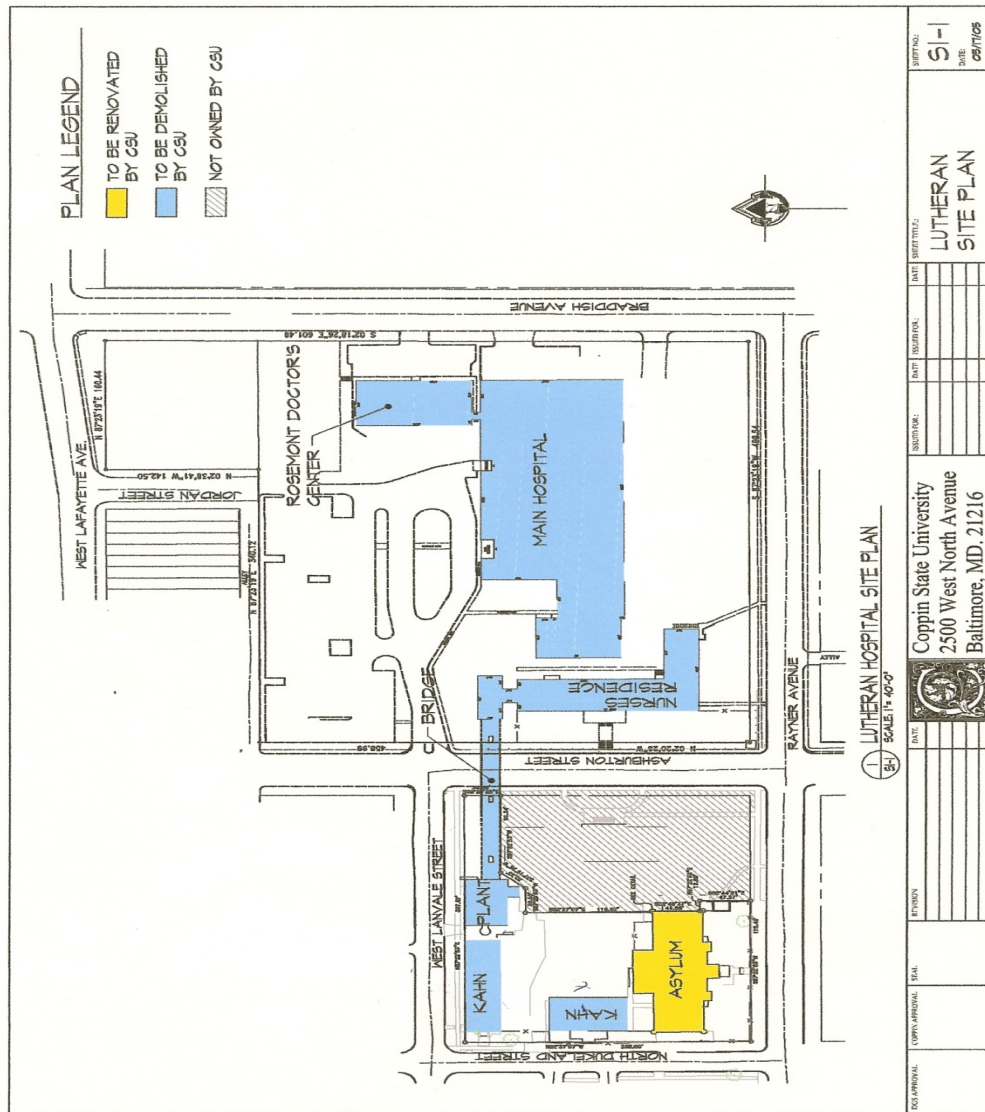


The approximate floor sizes are:

- Ground/Basement 7,584 s.f.
- First Floor 7,706 s.f.
- Second Floor 7,698 s.f.
- Third Floor 3,746 s.f.

Stakeholder Interviews and Public Outreach

The Lutheran Hospital Site, which includes a 5.8 acre parcel and a 1.14 acre parcel, was purchased by Coppin State University in 2003. Four buildings and a crossover bridge occupied the 1.14 acre lot. Three buildings and the other half of the crossover bridge occupied the 5.8 acre lot. All of the buildings with the exception of the Hebrew Orphan Asylum were demolished in 2009.



Lutheran Hospital Site Plan prior to 2009 demolition

The old Hebrew Orphan Asylum is located on the smaller lot. It originally opened in the 1870's, was closed in 1923 and then reopened and expanded as a hospital in 1924. In 1963 the new Lutheran Hospital was built on the larger lot.

Coppin State University is currently engaged in planning and programming for the overall Lutheran site. As discussed in CSU's Facilities Master Plan 2009-2019⁵, "one of the proposed uses for the Lutheran Site is to broaden Coppin's health program and community health center. The development of programs in areas such as cardiopulmonary sciences, health information management, physical therapy and medical technology would help to provide access to quality education in a group of rapidly growing health professions. Additionally, the allied health program would serve as a valuable resource for the local community while preparing highly skilled and trained health care professionals in these key areas. The program will maximize the interrelatedness of core science and utilize basic and new knowledge related to health care delivery in innovative approaches that integrate the use of technology and a wide range of clinical learning experiences.

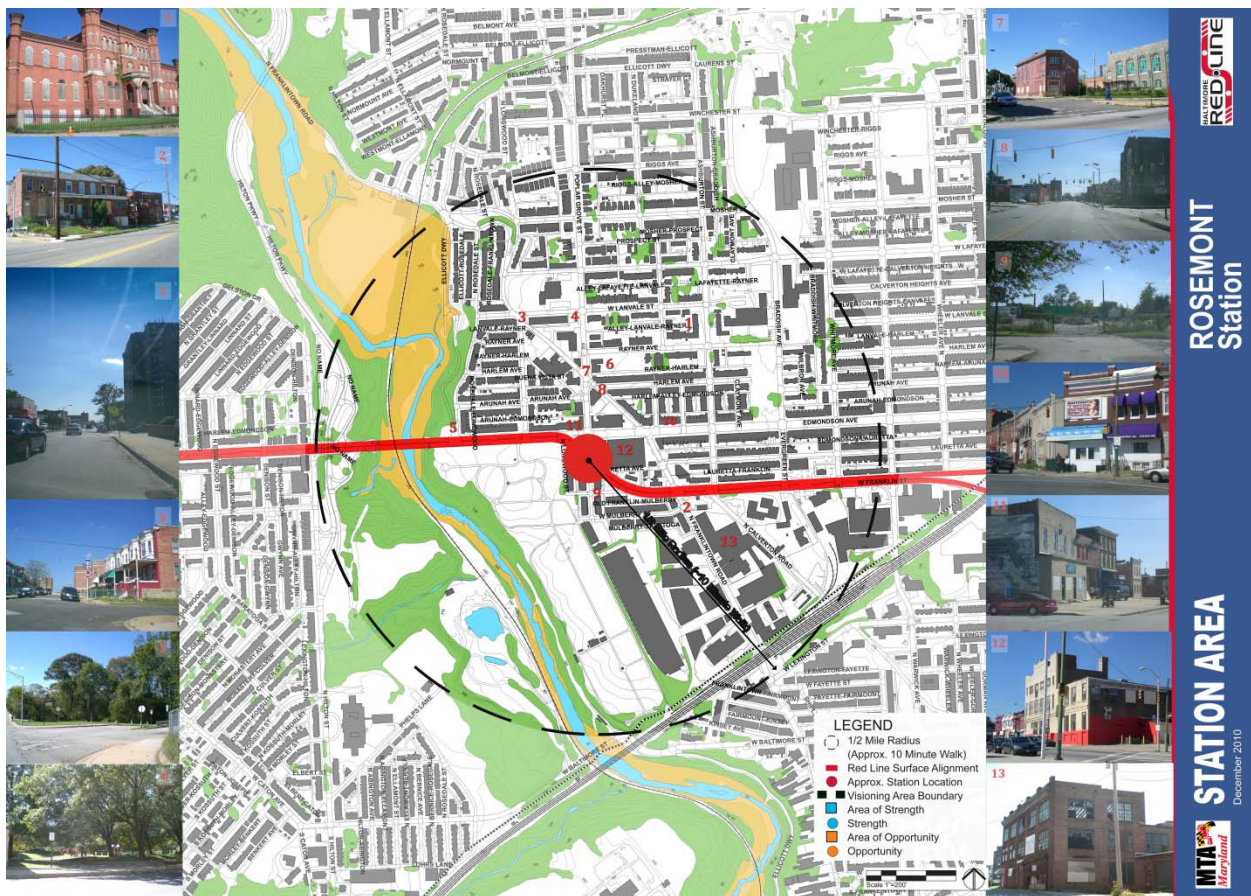
The Facilities Master Plan also identified the development of a Teachers' Training Institute as a secondary proposed use.

A tour and public meeting was held on May 31, 2011 to discuss the reuse and revitalization of the HOA. Potential uses that were presented included: Adult daycare, dialysis treatment, healthy foods market, clinical uses, and allied health care uses. Creating employment opportunities is of paramount importance to the community in addition to programming that addresses the health and educational disparities identified in the Revitalization Plan.

The other major development project currently planned for the area is the construction of the Rosemont Station of the Red Line. The Red Line is a proposed 14 mile east-west transit line connecting the areas of Woodlawn, Edmonson Village, West

⁵ CSU Facilities Master Plan 2009 – 2019

Baltimore, downtown Baltimore, Inner Harbor East, Fells Point, Canton, and the Johns Hopkins Bayview Medical Center Campus. Planning is underway and construction is estimated to commence in 2015. The Rosemont station borders on the Mosher neighborhood. It's currently planned location is ¼ mile from the Hebrew Orphan Asylum. Station Area Advisory Committees (SAAC's) made up of community representatives have been meeting for the past year to advise the MTA on station area locations and necessary redevelopment around the stations. Redevelopment of the Lutheran site has been a focus of many of the discussions for both the Rosemont station stop and the planned West Baltimore Marc stop (approximately ½ mile away from the HOA). More information on the Redline can be found at www.baltimoreredline.com



MTA Red Line Station Area – Rosemont Station

The City of Baltimore Department of Planning is in the process of completing the Greater Rosemont and Coppin Heights Area Master Plan. The plan was originally

drafted in 2006 in conjunction with the Revitalization Plan but was never finalized. A meeting was held on July 19, 2011 to restart the process to completion.

The Coppin Heights Community Development Corporation will continue its stakeholder interviews and public outreach during the course of the 36 month development schedule.

Market and Neighborhood Conditions

In 2004, Real Property Research Group stated in a Residential Market Assessment “In recent years there has been a noticeable deterioration around the campus of Coppin University. With the advent of new significant capital investments by the state on the campus, Coppin University would like to leverage this investment to make its neighborhood more attractive not only for residents, but for attracting an improved pool of students and faculty to the campus.” Unfortunately, while CSU has been successful in expanding its campus on both the south and the north with the completion of its Health and Human Services Building and its Physical Education Complex, the neighborhoods surrounding its main campus and the Lutheran site has continued to deteriorate.

The demolition of the majority of the Lutheran Hospital buildings, excepting the Hebrew Orphan Asylum, has helped to reduce the blighted conditions that existed for ten years from the closing of Lutheran Hospital in 1989 to the demolition of the structures in 2009. However, the HOA continues to be an eyesore and a safety hazard to the adjoining neighborhood as its condition continues to deteriorate. With the exception of the demolition, funded by the City of Baltimore and the State of Maryland, no significant public or private investment has been made in the past ten years. Although population loss has slowed, still, between 2000 and 2011, an additional 4% of the population was lost and 3.3% of households in the Greater Coppin Heights/Rosemont study area.

The Greater Coppin Heights/Rosemont Neighborhood has undergone a tremendous change in the last 25 years. Once a neighborhood rich in resources and bearing a proud tradition, it now resembles many other urban communities facing urban decline.⁶ The neighborhood covers a 1.6 square mile area in West Baltimore known as the Greater Coppin Heights-Rosemont neighborhood. It is bounded by Gwynn’s Falls Parkway to the North, Fulton Street to the East, Route 40 W. to the South, and Hilton Parkway on the West. The area has a greater than 51% low-and moderate-income population. The cumulative low/mod percentage is 70.68% based on FY 2009 Census estimates and 74.17% based on Census 2000 data.

⁶ Coppin State Study, “Report of the Independent Study Team on the Revitalization of Coppin State College,”

Approximately 35,000 residents live in the fourteen neighborhoods in this area according to the City of Baltimore's Neighborhood Map.⁷ The area is primarily in Zip Code 21216. It is clear that the target area exhibits a substantial degree of poverty. Although the estimated 2011 median household income is \$30,259, 26.2% of the households in this area have an annual income under \$15,000, and 42.5 percent have an income under \$25,000. Overall, 21.4 percent of households live below the poverty line. The unemployment rate is 14.4 percent, and 17.4 percent among males (far higher than for the larger City of Baltimore). Eighteen percent of households are headed by single women with children, and 29.1 percent of households have only one person living in the home (usually a senior). In fact, 25.7 percent of residents in the target area are over the age of 55, whereas 27.5 percent of area residents are children.

In addition to so many families and children living in poverty the infant mortality rate is extremely high with a rate of 17.4 per 1,000 live births as compared to 10.4 per 1,000 live births for Baltimore City.⁸ The percentage of low weight babies (15.9%) is also higher than citywide datum (13.4%). Preterm births represent 20.9% of all births compared to the city-wide average of 16.6%. More than two-thirds (68.5%) of live births had no prenatal care, and 7.2% had late or no prenatal care. Teen birth rates are very high in the Greater Coppin Heights/Rosemont community, with 33.9 per 1,000 live births for women ages 10 to 17 years, and 117.4 per 1,000 live births for women ages 15 to 19 years.⁹ The high school dropout rate is 10.47% as compared to a state satisfactory standard of 3.00% or less.¹⁰ Crime rates in the community reflect the high citywide rates (crime index was 63,488 in 2001) and 10% of the population are current illicit drug abusers.¹¹

Residents of the area face many societal ills, including but not limited to blight and slum housing conditions, record high unemployment rates, health and education disparities and overall economic depression. The Hebrew Orphan Asylum is located in the Mosher neighborhood, designated as census tract 1606. The total population is

⁷ Baltimore Neighborhood Indicators Alliance, "Vital Signs for Baltimore Neighborhoods" (2009)

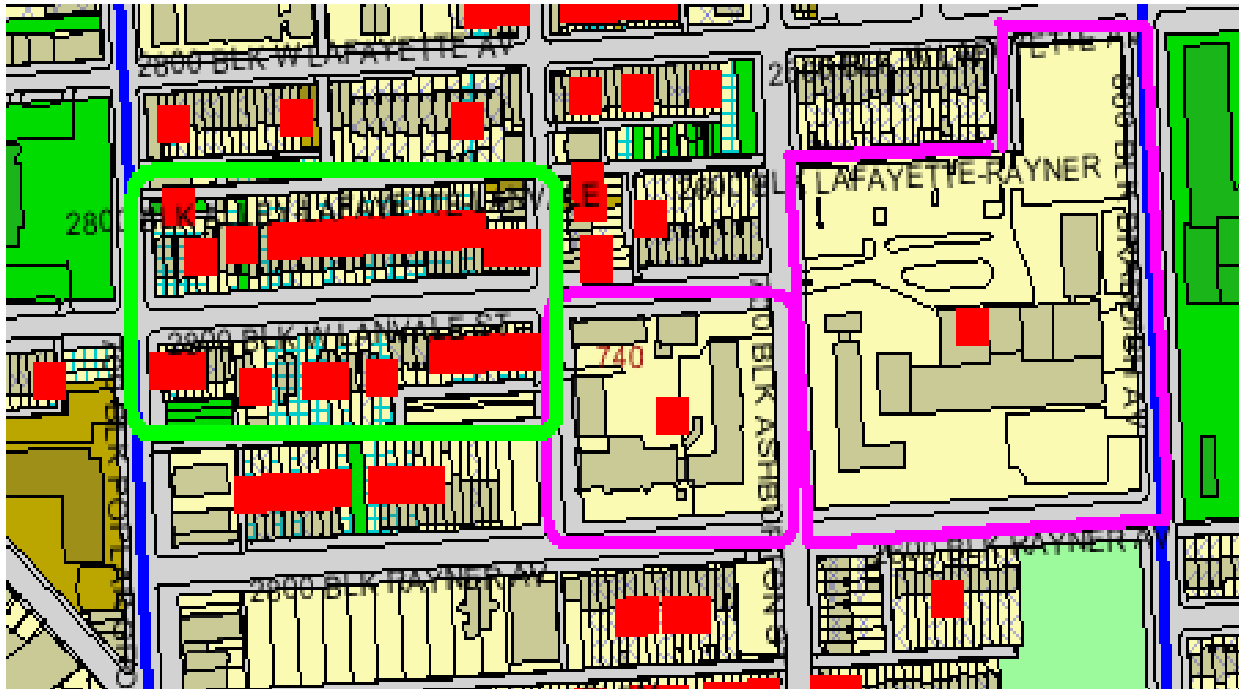
⁸ Baltimore City Health Department, "2002 Health Status Report."

⁹ Ibid

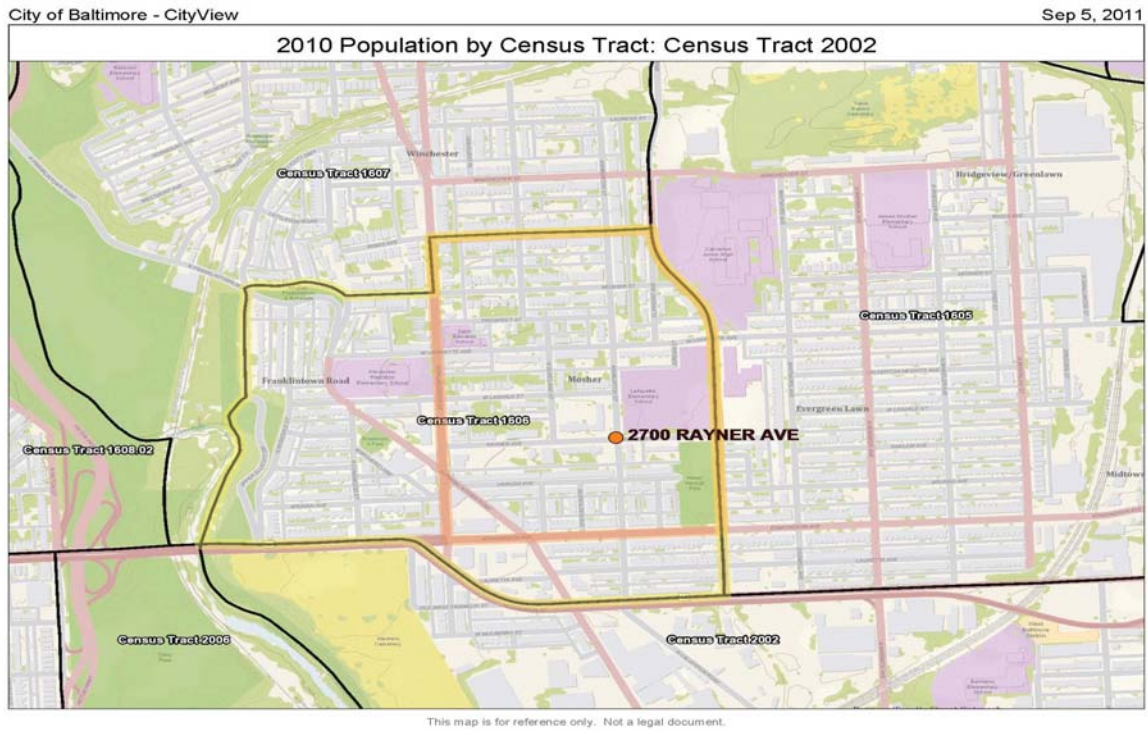
¹⁰ See, <http://msp.msde.state.md.us/drop.asp> for citywide high school dropout rates.

¹¹ Baltimore Substance Abuse System, Inc. (2003); Baltimore City Health Department, "2002 Health Status

3,509. Of the 1749 existing housing units, 23% (402) are currently vacant. Two of the blocks adjacent to the Hebrew Orphan Asylum, the 2800 block of Lanvale and the 2800 block of Rayner are approaching 90% vacancy.



Mosher is one of the more stable neighborhoods of the Greater Coppin Heights/Rosemont community. It is a neighborhood of long time and dedicated homeowners. The redevelopment of the site will hopefully spur investment to the west of the site.



The combination of the rehabilitation of the Hebrew Orphan Asylum and the development of a mix of academic and nonacademic buildings on the demolished hospital site will prime development for a combination of new housing products, new construction and rehabilitated, homeownership and rental, on strategic blocks with high vacancy rates such as the 2800 blocks of Lanvale and Rayner.



Potential Uses

The list of neighborhood needs is long in the Coppin Heights/Rosemont neighborhood. In addition to employment, health care, and housing, complementary services such as expanded retail opportunities, improved security, and enhancement of the residential environment through targeted rehabilitation and code enforcement programs are all needed. We examined the basic needs of the community in evaluating potential uses as well as current and future community dynamics.

The potential uses proposed for the HOA respond to the community's expressed concern for a strategy to address known health and education disparities, relate to CSU's future vision for an academic facility on the larger site that serves the allied health professions and serve as a job generator.

(1) Healthy Foods Market

Good nutritious foods are the building blocks for healthy living. Yet, in most low income neighborhoods residents are hard pressed to find grocery stores that offer nutritious food products. Most low income neighborhoods are plagued with fast and junk food establishments. Greasy fried chicken, french fries and hamburgers can be found on most corners in challenged neighborhoods. Some will say that these conveniently prepared alternatives are demanded and are most desired by families. What we know is that these unhealthy alternatives are dietary risks especially for children and lead to disease and poor health outcomes. We believe that by making healthier food options available, families will choose better alternatives for their children and families. A healthy food market will address the need for nutritious food options in the neighborhood.

In 2008 Social Compact conducted an assets-based market analysis, The Baltimore Neighborhood Market DrillDown, that combines numerous data sets in order to build a set of community economic indicators that are tailored to urban markets. One of the objectives of the Baltimore Neighborhood Market DrillDown was to accurately document true demand for retail and financial services in Baltimore's communities, using more accurate and current data from both public and private sources than available to the U.S. Census. Not surprising to those who live, work and shop in

urban communities, the level of demand for retail and financial services, as well as the actual levels of current spending for retail and financial services, is and has always been higher than estimated. The merchants – often immigrants - earn handsome profits from urban communities. Some publicly traded companies such as CVS, Walgreens, Family Dollar and Save-a-Lot also know well the profit potential from urban stores. As a true indication of the profit potential in urban retail, General Growth Properties (GGP) viewed Mondawmin Mall as a cash cow that would compliment some of the unprofitable shopping centers GGP inherited when it purchased The Rouse Company. For years, Mondawmin Mall out-performed all but a handful of the other malls in the national portfolio owned by The Rouse Company. Recently, GGP offered for sale two of its festival shopping centers - Faneuil Hall in Boston, and Harbor Place in Baltimore, as well as Cross Keys in Baltimore. Mondawmin Mall was never considered for disposition, according to an executive at GGP.

According to the 2008 DrillDown study, Baltimore City has an unmet demand for retail that is represented by what The Social Compact, Inc. identifies as “Estimated Leakage,” defined as the difference between the total retail spending within a community and the aggregate retail expenditures of all residents who live in that community. A positive value indicates that community residents are making purchases outside of their community. A negative value, such as what might be found at Harbor East, indicates visitors from outside the community are making purchases from retailers in that community.

Overall, Baltimore City has documented Estimated Leakage of -\$1.3 billion for all retail, but +\$217.3 million for grocery retail. The former figure indicates that Baltimore City has been successful in attracting visitors to Baltimore who spend money shopping. Such shopping includes purchases by convention visitors, tourists, business visitors, weekend partiers and patrons of M&T Bank Stadium and Oriole Park at Camden Yards.

The estimated leakage for grocery retail reflects what residents know: many residents drive to Baltimore County to shop for groceries. Popular destinations include Towson, Timonium, Woodlawn, White Marsh, Glen Burnie, Ellicott City, and

Catonsville. The shopping radius has been further extended to Hunt Valley Town Center where a Wegman's recently opened.

The Social Compact, Inc. identified 140 grocers in Baltimore City, of which 49 were full service. This equated to 5.2 grocery stores per 10,000 households or 1.8 full service grocers for every 10,000 households. Based upon estimated leakage for grocery retail, Baltimore City could support 633,466 square feet of additional grocery retail.

The West Baltimore MARC retail trade area where the HOA is located was identified in the 2008 DrillDown report as having estimated leakage for grocery retail equal to +\$36.8 million. This means that residents spend as much as \$36.8 million, per year, outside of the community on groceries. The West Baltimore MARC trade area includes 3 grocers but only one full service grocer.

Many of the grocers in Baltimore City are that in name only, offering very limited selections of foods that could be used to prepare a wholesome meal – breakfast, lunch or dinner. Staples sold at many of these grocers rarely go beyond eggs, milk, bread, a few canned vegetables, a very limited selection of fresh fruits and vegetables, some deli meats and rarely fresh cuts of meat. However, most sell a full selection of carbonated beverages, sweet and salty snacks in multiple sizes, packaged baked goods, cigarettes, lottery tickets and in some instances alcohol. The demand for affordable, fresh groceries is so acute, drug stores have successfully begun selling an expanding line of grocery items. Residents calculate that a national drug store chain would probably have a more competitive price as well as more fresh inventory than the corner grocery/deli/liquor store/carry-out.

Based on the research presented in the 2008 DrillDown report, the proposed 7,500 square foot full service grocery store will be a welcome addition to the neighborhood, but will barely dent the demand for grocery retail in this neighborhood.

The HOA is located in census tract 1606 and has been determined a “food desert” by the Johns Hopkins Center for a Livable Future and possibly also a “food swamp”. Food Deserts describe areas that do not have easy access to healthy foods. Food

Swamps is a new term that has been introduced that describes not only the lack of healthy food options but the overabundance of unhealthy food options.

The proposed market would be located on the entire ground level of the building (7500 square feet). It would specialize in a variety of fresh produce. Ideally it would stock the items typically offered at a Farmers Market as well as the basic food staples such as milk, bread and cheese.

In addition to providing a much needed grocery store, a market would be an excellent jobs generator.

(2) Community Health Center including Dentistry and Pharmacy

The area also lacks quality health care options. According to the U.S. Department of Health and Human Services Health Resources and Services Administration (HRSA), the Mosher neighborhood is located in a Health Professional Shortage and Medically Underserved Area. Community Health Centers have delivered comprehensive, high-quality preventive and primary health care to patients for more than 45 years regardless of their ability to pay. With the passage of the Affordable Care Act, Community Health Centers are targeted to play a key role in the implementation of the Act.

The Affordable Care Act established the Community Health Center fund that provides \$11 billion over a 5 year period for the operation, expansion, and construction of health centers throughout the Nation.

- 9.5 billion is targeted to support ongoing health center operations, create new health center sites in medically underserved areas, and expand preventive and primary health care service, including oral health, behavioral health, pharmacy, and/or enabling services, at existing health center sites.
- \$1.5 billion will support major construction and renovation projects at community health centers nationwide.

The Affordable Care Act is pushing community health centers to expand in underserved neighborhoods. The community health center should not only provide regular routine health care including dental care, but should also have a walk in

component similar to a Patient First. This would relieve the reliance on emergency room visits for primary healthcare.

The clinic should also include a pharmacy so patients can fill any necessary prescriptions at the same time as their medical visit. Total programming for the clinic and pharmacy would be 7,500 square feet.

(3) Allied Health Care Uses

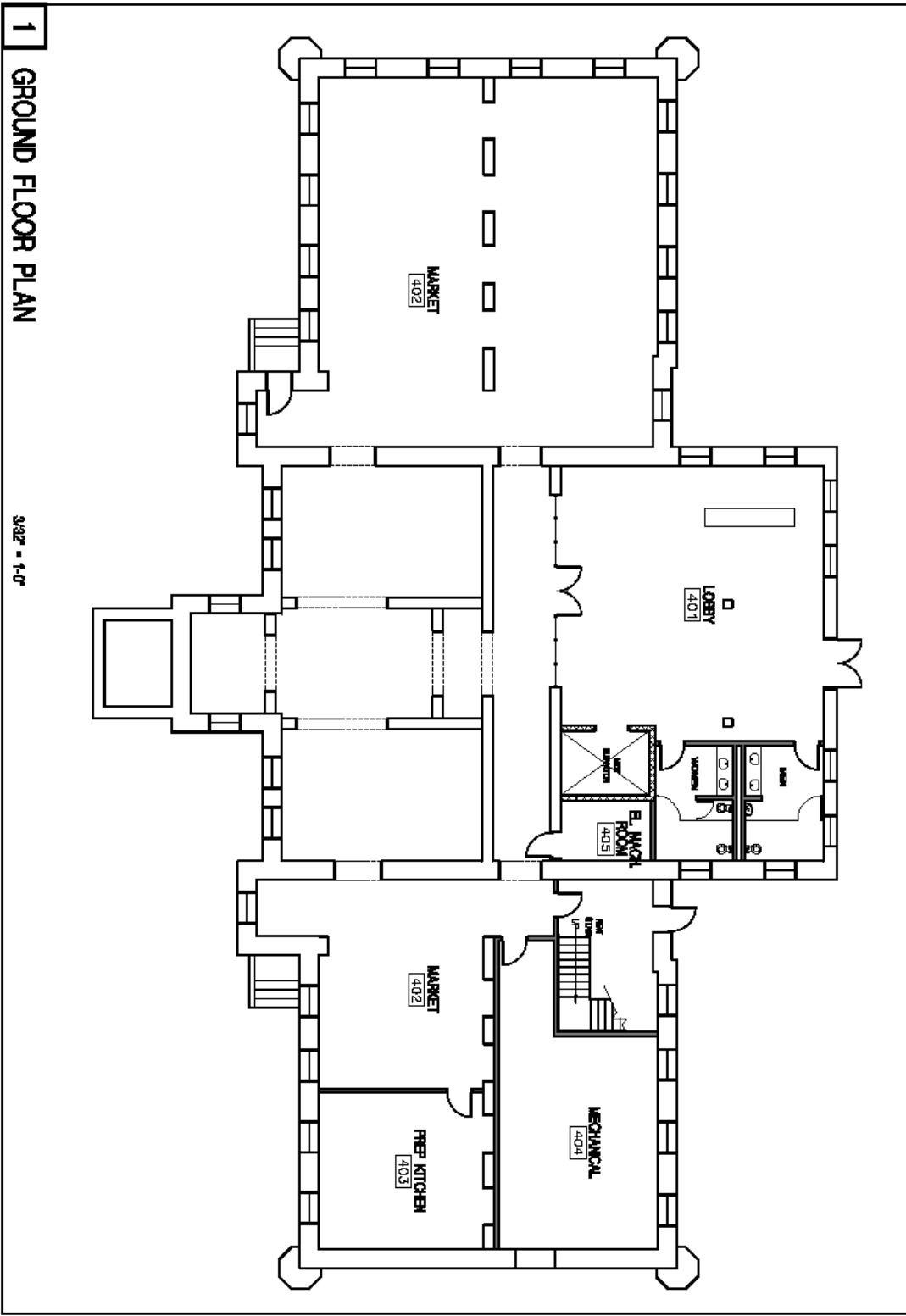
Other potential uses for the HOA include health care services distinct from medicine, dentistry and nursing such as diagnostic, technical, and therapeutic services. Suggested uses include dialysis treatment, radiology, chiropractic, physical therapy, nutrition counseling, laboratory and home health care agency. These uses could be accommodated in 7,500 square feet of space and would complement the Community Health Center.

(4) Adult Day Care

Given the aging population in the community, Adult Day Care is an expanding need that could potentially be accommodated in the remaining 3,200 square feet of space.

(5) Social Service Agency

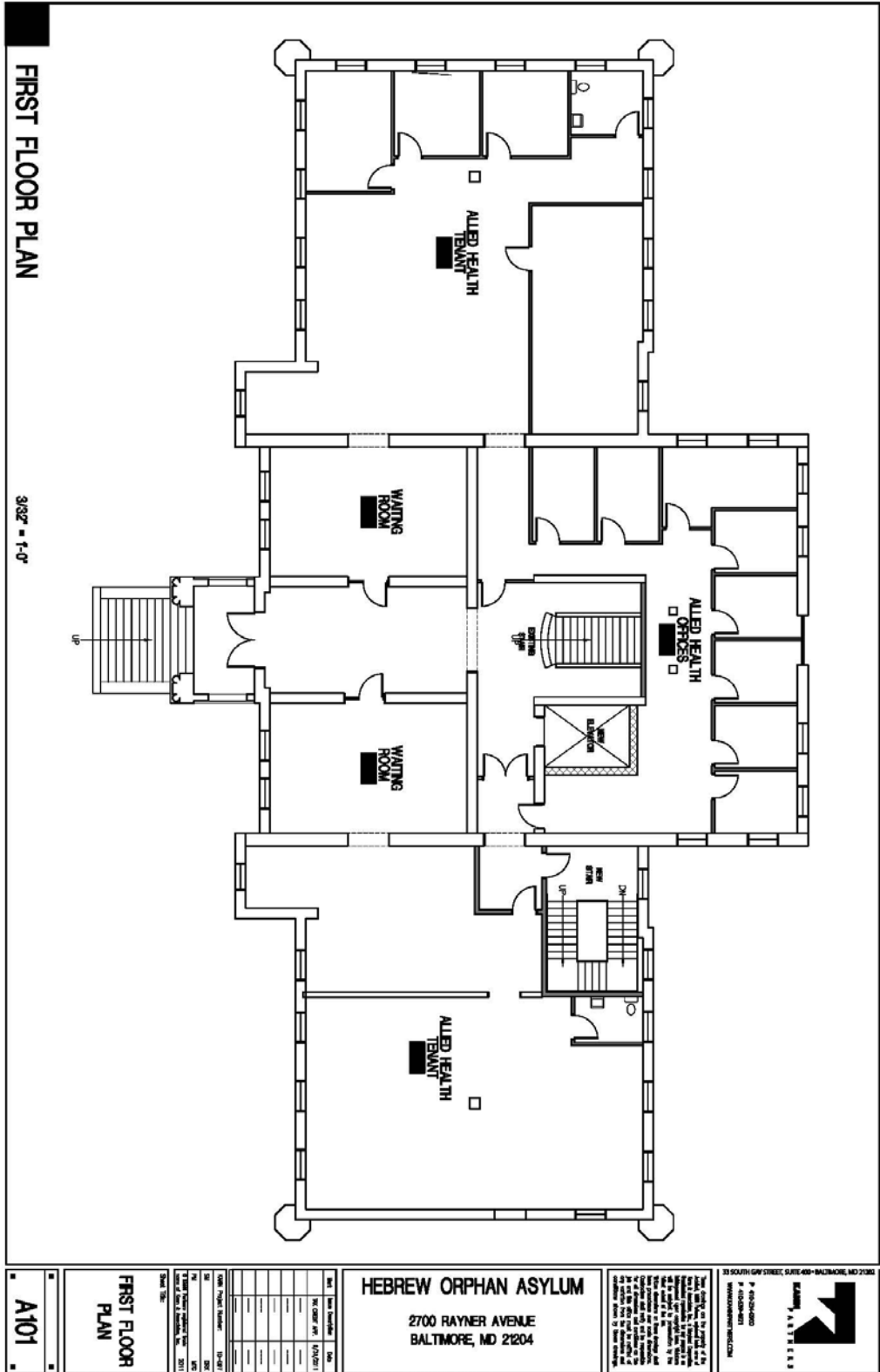
The remaining 3,200 square feet could also accommodate a variety of social service organizations that provide health and mental counseling to community residents.



1 GROUND FLOOR PLAN

3/82' - 1'-0"

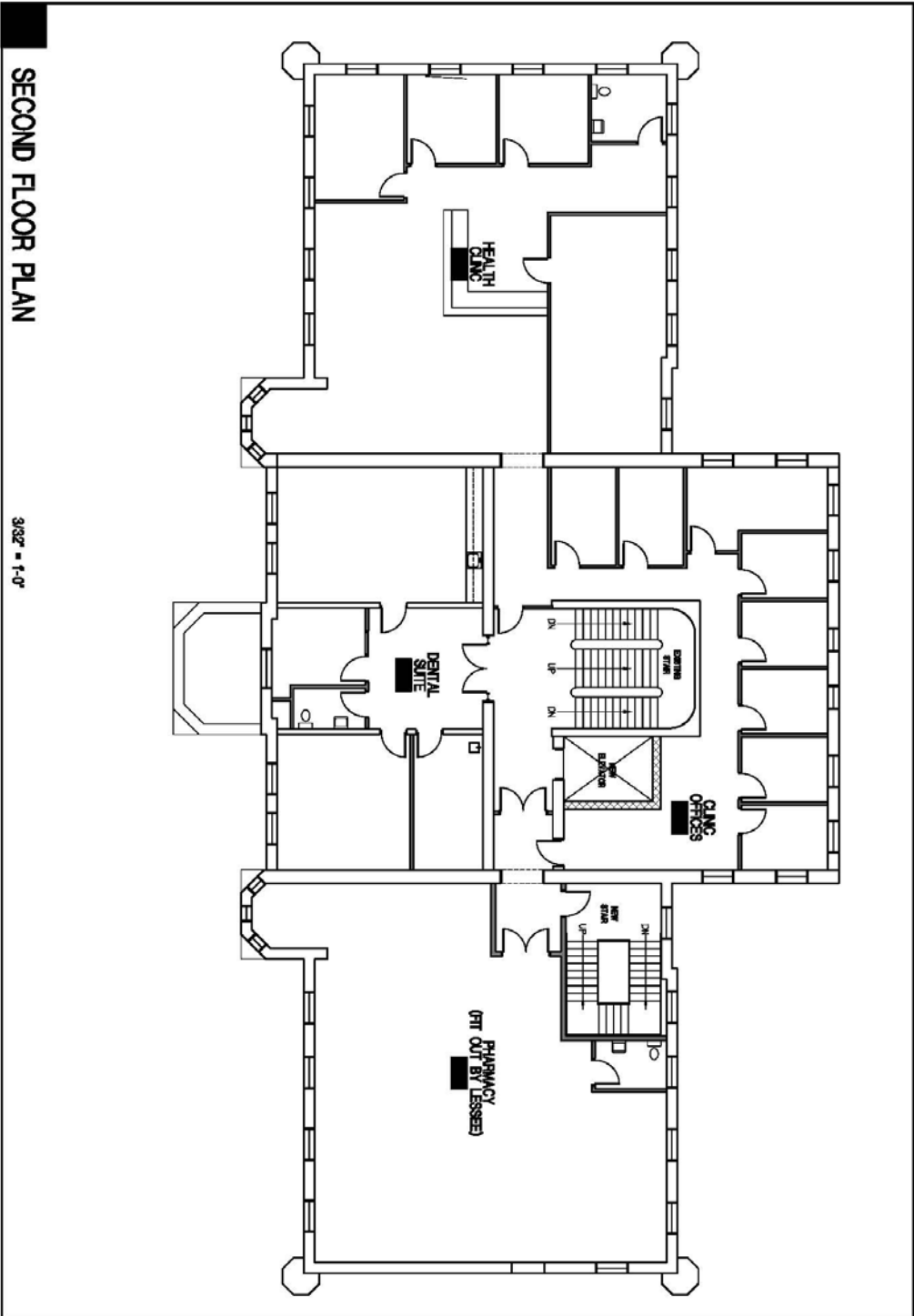
	<p>38 SOUTH GAY STREET, SUITE 400 - BALTIMORE, MD 21204</p> <p>PH: 410-528-1100</p> <p>WWW.MARTINUSLINDHEIMER.COM</p>	<p>HEBREW ORPHAN ASYLUM</p> <p>2700 RAYNER AVENUE BALTIMORE, MD 21204</p>		<p>DATE: 03/20/11</p> <p>SCALE: AS SHOWN</p> <p>PROJECT: 10-07-2150</p>
		<p>GROUND FLOOR PLAN</p>		<p>PROJECT NO: 10-07-2150</p> <p>DATE: 03/20/11</p>



FIRST FLOOR PLAN

3/32" = 1'-0"

 <p>KIMBERLY ARCHITECTS P. 410-480-0000 F. 410-480-0001 WWW.KIMBERLYARCHITECTS.COM</p>	<p>HEBREW ORPHAN ASYLUM 2700 RAYNER AVENUE BALTIMORE, MD 21204</p>		<p><small>THIS PLAN IS THE PROPERTY OF KIMBERLY ARCHITECTS. IT IS TO BE USED ONLY FOR THE PROJECT AND SITE SPECIFICALLY IDENTIFIED HEREIN. NO PART OF THIS PLAN IS TO BE REPRODUCED, COPIED, 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 KIMBERLY ARCHITECTS.</small></p>
	<p>FIRST FLOOR PLAN</p>	<p>A101</p>	



SECOND FLOOR PLAN

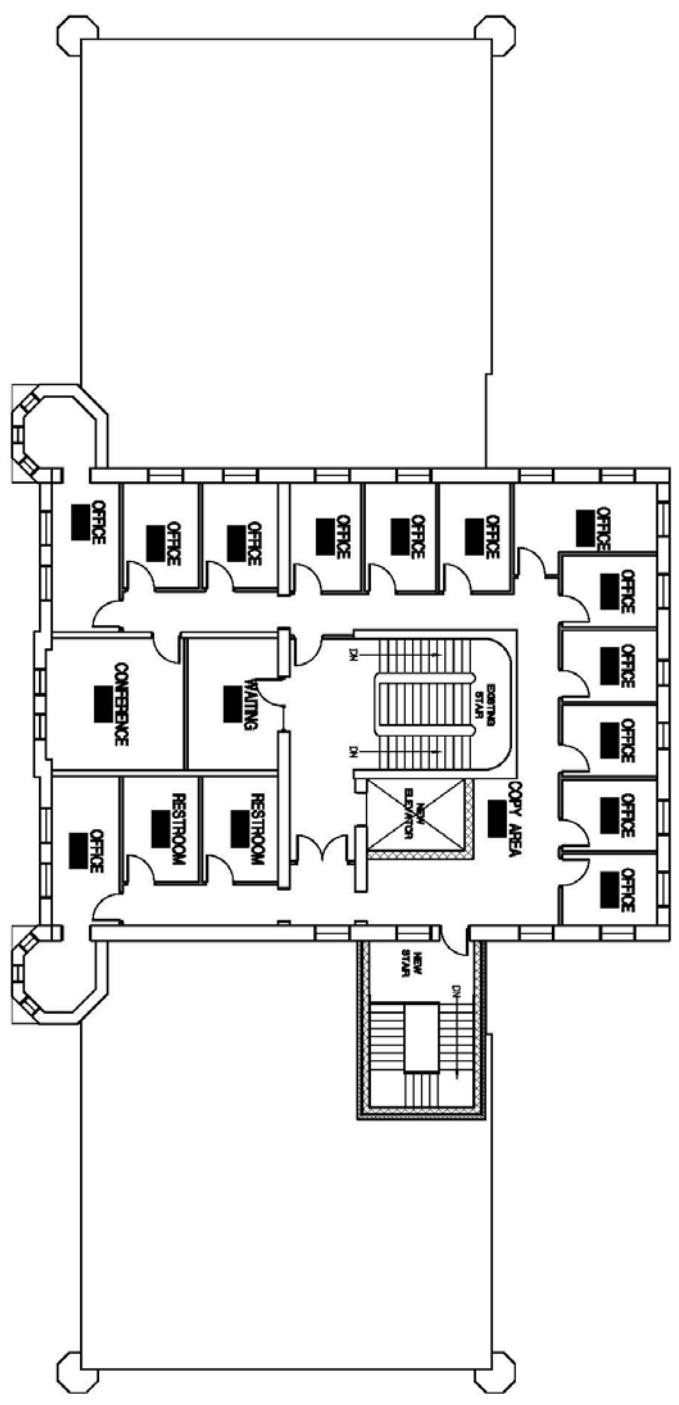
3/32" = 1'-0"

<p>KLEINER, KAPLAN & ASSOCIATES ARCHITECTS</p> <p>1000 BALTIMORE AVENUE BALTIMORE, MD 21204 TEL: 410-528-1000 FAX: 410-528-1001</p>	<p>33 SOUTH GAY STREET, SUITE 400 - BALTIMORE, MD 21202</p> <p># 00-00-0000 # 00-00-0001 # 00-00-0002</p>
	<p>HEBREW ORPHAN ASYLUM</p> <p>2700 RAYNER AVENUE BALTIMORE, MD 21204</p>

06/25/11 03:30PM P:\32070\10097 Hebrew Orphan Asylum\Drawings\Plans\Asylum\Drawings\Floor Plans\11-09-1102 SECOND FLOOR PLAN.rvt

THIRD FLOOR PLAN

3/32" = 1'-0"



<p>HEBREW ORPHAN ASYLUM 2700 RAYNER AVENUE BALTIMORE, MD 21204</p>	<p>33 SOUTH GAY STREET, SUITE 400 - BALTIMORE, MD 21202 P 410-680-0000 F 410-680-0001 WWW.HEBREW-ORPHAN-ASYLUM.ORG</p>	<p>DATE: 11/15/11 BY: [Redacted] CHECKED BY: [Redacted]</p>
		<p>PROJECT: [Redacted] SHEET: [Redacted]</p>

06/25/11 03:30PM P:\3101\0087 Hebrew Orphan Asylum\Drawings\Third Floor\Plan\15-097-103-1000 TLOOR PLAN.dwg

Sources and Uses

The redevelopment of the HOA will cost between \$10 and \$14 million. Suggested sources of funding include federal and state historic tax credits, federal new market tax credits (NMTC), federal and state grants and low interest loans, private fundraising, and commercial loans. The use of tax credits will necessitate setting up a complex ownership structure not related to state government.

Federal Grants:

U.S. Department of Health and Human Services Office of Community Services awards Community Economic Development discretionary grant funds to Community Development Corporations for well-planned, financially viable, and innovative projects to enhance job creation and business development for low-income individuals.

The Health Resources and Services Administration (HRSA) awards capital grants to low income medical clinics.

The United States Department of Agriculture (USDA) awards various grants to aid in the elimination of food deserts.

Tax Credits:

The New Market Tax Credit and Historic Tax Credit can be used together. The combination of the two is having a significant impact on financing the rehabilitation of historic commercial buildings throughout the nation. The NMTC is designed to provide a tax incentive to parties that invest equity in certified intermediate entities that, in turn, invest equity or make loans to businesses active in low-income communities, including businesses developing and renting commercial real estate. The Historic Tax Credit provides a direct credit to the investor in a historic renovation. Both of these credits in addition to State of Maryland historic tax credits could provide 50% of the necessary funding for this project.

Private Fundraising:

Private fundraising would also be necessary to plug gaps in the budget. Various private philanthropic organizations such as the Harry and Jeanette Weinberg Foundation, the Abell Foundation, and Annie E. Casey Foundation should be solicited for donations. Private corporations that are headquartered or who conduct business in metropolitan Baltimore should also be solicited. Baltimore Heritage has committed to assisting Coppin Heights CDC in its fundraising efforts.

The specific sources that are envisioned in this plan are:

MD Sustainable Communities Rehabilitation Tax Credit:	24%
Federal Historic Tax Credit	19%
New Markets Tax Credit	10%
Fundraising	23%
Commercial Loan	18%
Federal and State Grants	6%

Coppin State University currently owns the site, however, its intention is to enter into a long term lease with Coppin Heights Community Development Corporation for the purposes of redevelopment, management, and operation of the site over the term of the lease. CSU will also assist the CDC in the financing of the rehabilitation by providing any necessary guarantees.

Hebrew Orphan Asylum Sources and Uses of Funds Summary

Uses of Funds		Sources of Funds	
Construction	\$8,350,000.00	MD Sustainable Tax Credit	\$2,604,153.12
Design and Permitting	\$933,500.00	Federal Historic Tax Credit	\$2,061,621.22
Management & Leasing	\$652,138.00	New Markets Tax Credit	\$1,085,063.80
Financing Fees and Charges	\$410,000.00	Fundraising	\$2,495,646.74
Syndication Related Costs	\$270,000.00	Commercial Loan	\$1,953,114.84
Rent up Reserve	\$235,000.00	Federal and State Grants	\$651,038.28
Total	\$10,850,638.00		\$10,850,638.00

The commercial loan will be supported by the rental income from the Healthy Foods Market, Community Health Center, and other tenants of the building.

Schedule

The redevelopment of the Hebrew Orphan Asylum will take 36 months. The following is a very broad description of the various activities planned for that 36 month period:

Activity	Start	Complete	Duration
Acquisition	9-1-11	2-28-12	18 months
Public Outreach	9-1-11	8-31-14	36 months
Fundraising	9-1-11	2-28-12	18 months
Pre-leasing	9-1-11	8-31-12	24 months
Design	3-1-12	8-31-12	6 months
Financing	6-1-12	2-28-13	9 months
PUD Approval	6-1-12	2-28-13	9 months
Permitting	9-1-12	2-28-13	6 months
Leasing	9-1-12	8-31-14	24 months
Construction	3-1-13	8-31-14	18 months

Acquisition

This activity entails the completion of a master lease for Coppin State University to Coppin Heights Community Development Corporation. This activity will commence immediately.

Public Outreach

Public outreach will continue for the duration of the project.

Fundraising

This activity will also start immediately. Coppin Heights Community Development Corporation will convene with Baltimore Heritage on a fundraising strategy and donor targeting plan.

Pre-leasing

Coppin Heights CDC will also immediately begin the process of identifying potential tenants for the building. Additionally, the Healthy Market/Coop concept will be further developed.

Design

The design team will be engaged once enough resources are raised to permit starting the design process.

Financing

Although an outline for financing is already in place, applications cannot be submitted until more detailed design work is complete and construction estimates refined.

PUD Approval

The site is zoned R-8 and as such will require the approval of a Planned Unit Development to accommodate the proposed uses.

Permitting

Permits will be applied for once design work is complete

Leasing

Once plans are in for permits and construction is close to commencing, more formal leasing will begin.

Construction

Construction will commence once permits are in hand and will last approximately 18 months.

Exhibit A. National Register of Historic Places

Exhibit B. Maryland Sustainable Communities Tax Credit Application

Exhibit C. 2007 Whitney Bailey Cox Magnani Survey

Exhibit D. 2009 Whitney Bailey Cox Magnani Survey