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December 22<sup>nd</sup>, 2020

From: Dr. Roman Orsini

RE: Letter of Reference

To: Whom it may concern,

We engaged Healthcare Development Solutions (HCDS) in March of 2017 to help us find property to develop into a Medical Office Building. To encapsulate this formidable task into 1 sentence makes it seem simple and achievable. As it turns out it was. For one reason, Healthcare Development Solutions.

Enlisting HCDS made our goal not only obtainable but a reality. In 2 yrs we acquired 3 acres of prime real estate off Kings Highway and built a 40,000 sq. ft. Medical Office Building and opened it January 1<sup>st</sup> 2020.

The list of action items that were accomplished in 33 months was significant:

- Finding the property that fit our needs and could be developed to the size building we needed
- Acquiring the property, zoning and conditional use
- Finding the right Construction, Architectural, and Financing Partners to bring the project to fruition
- Setting up an Entity owned by the Partners of our Practice to purchase the building
- Setting up letters of intent, leasing agreements, financial structure and Property Management to manage the Property.

Mike Fiore and his team at HCDS brought in a litany of resources that were second to none. They began with Construction. Lighthouse Construction Company were brought in and immediately went into action. Robert MacLeish and Mike Glick of Lighthouse Construction Company took an incredibly tight timeline and moved through it as if they were checking boxes on some list. HCDS & Lighthouse took us from a concept to 3 acres purchased and approved for conditional use in 18 months.

The development of the Property was impressive but only paralleled by the financing. 5 different financial institutions bidding on the project to provide the financing. The ability to bring to close a \$10 Million structure with single digit % out of pocket and profitability year 1 was a momentous achievement for our new Property Entity.

HCDS once again called on another Partner. Megan Glick and Bobby MacLeish Jr., of Lighthouse Property Management were pulled in to finish off the project. Lighthouse Property Management working in conjunction with another Partner of HCDS, Scott Brown of Book & Associates, brought together an operational plan and structure for the building that covers all operational and financial concerns.

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**ORTHOPAEDIC  
ASSOCIATES**

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A Division of First State Orthopaedics

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Most importantly, Mike Fiore is a man of true character. Too often I have been disappointed by the capricious depth of people's integrity, it is usually only at its deepest when you are present. I have personally seen Mike stand unwavering by his moral code even to his own financial detriment on several occasions. All the while, his clients were and will be forever blind to the stand he took for them. This is the kind of person I want representing my interests when I am not in the room. For these many reasons, not only would I recommend Healthcare Development Solutions, but I would use them again, and we are in Millsboro.

Sincerely,

Roman C Orsini, DPM, FACFAS

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