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**BZA Application #19751**

2619 – 2623 Wisconsin Avenue NW  
MED Developers, LLC

Presented by: Meridith Moldenhauer  
Cozen O'Connor



# Introduction to Team

- MED Developers, LLC
  - Nick Finland, Director of Development
- Guest Services Senior Living
  - John Gonzales, President of Guest Services Senior Living
- Perkins Eastman DC
  - Claire Dickey, AIA
- Gorove Slade
  - Erwin Andres
- Cozen O'Connor
  - Stephen Varga, Planning Services Director

# About MED Developers

- District of Columbia-based developer since 2006
- Own and manage approximately 1,000 units in 100 buildings in the District alone
- MED Developers supports some of the most vulnerable populations through real estate and housing. In partnerships with organizations that specialize in handling the daily needs of our residents, we have been able to successfully serve the District's growing at-risk populations. We believe housing for memory care residents goes hand-in-hand with our business practice. We look forward to continuing our success in partnership with Guest Services Senior Living.

# The Property – 2619-2623 Wisconsin Avenue NW



# The Project

- Assisted living facility with memory care program for 36 residents
  - Three stories plus cellar
  - Nine parking spaces in rear
  - Non-habitable penthouse
- Resident amenities include recreation and dining space, computer room, fitness center, barber/beauty room, and laundry/housekeeping services
  - Meals prepared on-site in commercial kitchen

# Community Outreach History

- Homeless shelter history
- May 7, 2018 – ANC 3C Planning and Zoning Subcommittee
- August 29, 2018 – Community Meeting
- September 4, 2018 - ANC 3C Planning and Zoning Subcommittee
- September 17, 2018 – ANC 3C Full Meeting

# Guest Services Senior Living, LLC

- Guest Services Senior Living is a subsidiary of Guest Services, Inc.



- Guest Services, Inc. was established in 1917 and provides management and operating services across the country
- Wide variety of settings including senior living communities, hotels, national parks, restaurants, conference centers, and university dining facilities
  - Locally, Guest Services' work includes the national mall, sculpture garden, the Washington Sailing Marina, and Thompson Boat Center
- Guest Services began serving senior living communities in 1970's
  - Operates in a variety of senior living settings



# Guest Services Senior Living, LLC

- John Gonzales, President
- Over 30 years of experience in the field of senior living and memory care
  - SDG Senior Living, Inc. (principal and owner)
    - Design review and consulting services for assisted living and memory care communities
      - Includes feasibility studies
    - Opened 35 unit memory care community
    - 11 states
  - Senior Services of America, LLC (chief operating officer)
    - Operations and marketing for 22 communities, including assisted living and memory care
    - 8 states
  - Alterra (Brookdale) Senior Living (director of operations)
    - Operations for 29 communities in Kansas, including assisted living and memory care
  - Homestead Companies, LLC (VP of marketing and operations)
    - Operations for 10 assisted living communities
      - 3 states
  - Sunbridge Assisted Living (divisional VP)
    - Worked in all areas of developing assisted living and memory care
    - Design, construction and operating systems

# Memory Care Program

- Specialized program that provides assisted living care to seniors with forms of dementia, including Alzheimer's disease
  - Broader assistance with daily living routines, such as dressing and bathing
  - Medical and cognitive therapeutic programs, including music therapy, sensory stimulation, virtual outings and exercise classes
- Direct care staff
  - Staffing in accordance with D.C. Law
  - Licensed nurses, certified nursing assistants and certified medical assistants
  - Expectation of up to 18 staff on-site during daytime hours and reduced staff of approximately 4 overnight
- Food deliveries approximately two times per week with meals prepared on-site in commercial kitchen on the cellar level
- On-site staff does housekeeping and laundry

# Perkins Eastman

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**100+**

industry citations  
for excellence

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**30**

AIA Design for Aging Awards  
*including the 10-Year Award for  
Woodside Place and Sun City Yokohama*

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**20**

principals  
committed to  
senior living

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**500+**

clients over 25  
years

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**600+**

completed projects, 90% of  
which integrated architecture  
and interior design services

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**60,000+** independent  
living apartments

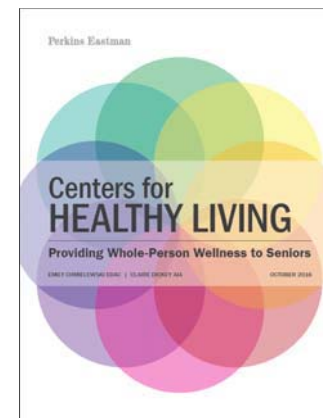
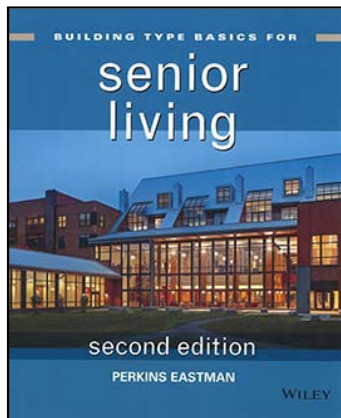
**30,000+** assisted  
living apartments

**35,000+** skilled  
nursing rooms

**500+** master  
plans for senior  
living communities

# Perkins Eastman

- Perkins Eastman wrote the book on senior living design
- Perkins Eastman conducts/applies research so designers and clients can make more informed decisions during the design process
- Physical environments impact: quality of life, job performance, the healing process, one's ability to learn, many other psychological and physical experiences



# Perkins Eastman

## CLAIRE DICKEY AIA LEED AP BD+C

### SENIOR ASSOCIATE



#### EDUCATION

Master of Architecture, University of Maryland

Bachelor of Science in Architectural Design,  
University of Virginia

#### MEMBERSHIPS

- American Institute of Architects
- US Green Building Council
- Advisory Group, Design for Aging
- Sponsorship Chair, AIA | DC Christopher Kelley Leadership Development Program
- Member, AIA Advocacy Committee
- Coordinator, Perkins Eastman Thought Leadership and Communications Group

#### EXPERIENCE

- Project Manager/Project Architect at Perkins Eastman since 2012
- Eleven years of experience specializing in senior living design
- Seventeen years of experience in the architecture and construction industries
- Prior to joining Perkins Eastman, Claire was a project manager for Sunrise Senior Living
- Nominated as an Environments for Aging Design Champion in 2017
- Co-authored the white paper, “Centers for Healthy Living: Providing Whole-Person Wellness to Seniors,” which was awarded a Certificate of Research Excellence by the Environmental Design Research Association (EDRA)
- Has spoken at multiple industry conferences on senior living design trends, wellness, and the future of intergenerational programs

#### RECENT PROJECTS

- Ingleside at Rock Creek
- Ingleside at King Farm
- Cedar Village Aquatic Pavillion
- Copper Ridge

# Memory Care Principles of Design

- **RESIDENTIAL QUALITIES**
  - Organize facility like a house or small inn
  - Provide comfortable, familiar furnishings
  - Use residential lighting
- **ENGAGED WANDERING**
  - Provide activities along walking path to engage residents in activities or events
  - Enable resident's ability to either observe activities or join
- **ACKNOWLEDGE PRIVACY VS COMMUNITY**
  - Design zones that are clearly private and public
  - Layout resident bedrooms and bathrooms to reduce obtrusive visual observation from corridor
- **FLEXIBLE RHYTHM AND PATTERNS**
  - Reinforce seasonal and daily rhythms by providing views to the outdoors
  - Resident-centered schedule with choices for meals, dining times, etc.

# Memory Care Principles of Design

- **COMMON AREAS**

- Provide small group spaces as well as larger common areas
- Flexible common areas accommodate various resident activities and group sizes
- Direct access to secure outdoor space from main common room

- **WAYFINDING**

- Use accent colors, unique interior accessories, and/or other cuing “landmarks” to assist resident wayfinding
- Maximize visual connections through spaces and between destinations
- Provide opportunities for residents to personalize their rooms to help with identification

- **INDEPENDENCE WITH SECURITY AND DIGNITY**

- Implement principles of universal design and accessibility enable independence
- Private bedrooms and bathrooms

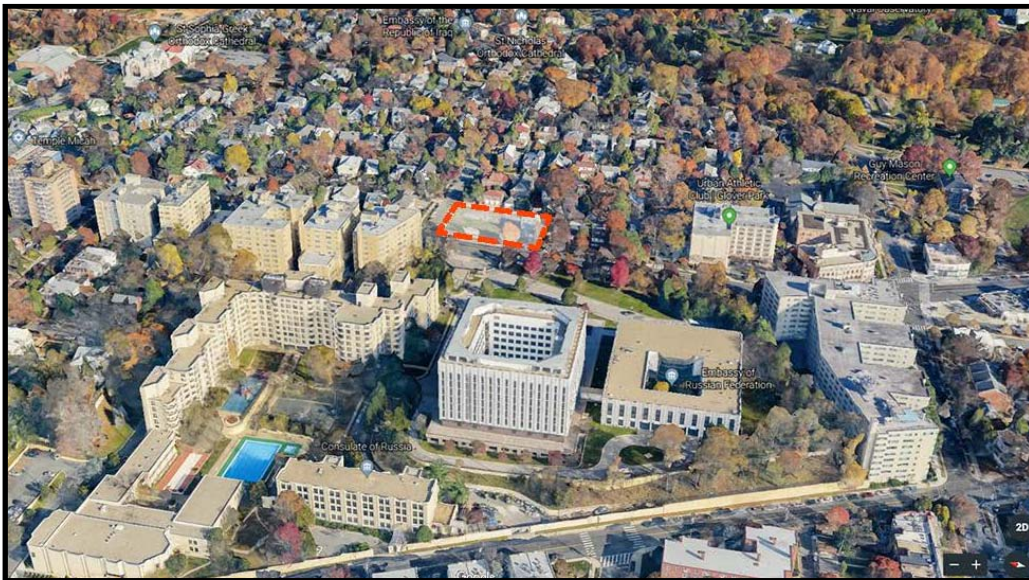
# Case Studies

- Woodside Place (Oakmont, PA)
  - 36-unit memory care facility
- Abe's Garden (Nashville, TN)
  - 38-unit memory care facility
- Arbor Terrace (Fairfax, VA)
  - 48-unit memory care facility
- Copper Ridge (Sykesville, MD)
  - 60-unit memory care facility
- Arbor Place Dementia Care (Rockville, MD)
  - 16-unit memory care facility
- Great Falls Assisted Living (Reston, VA)
  - 64-unit memory care facility





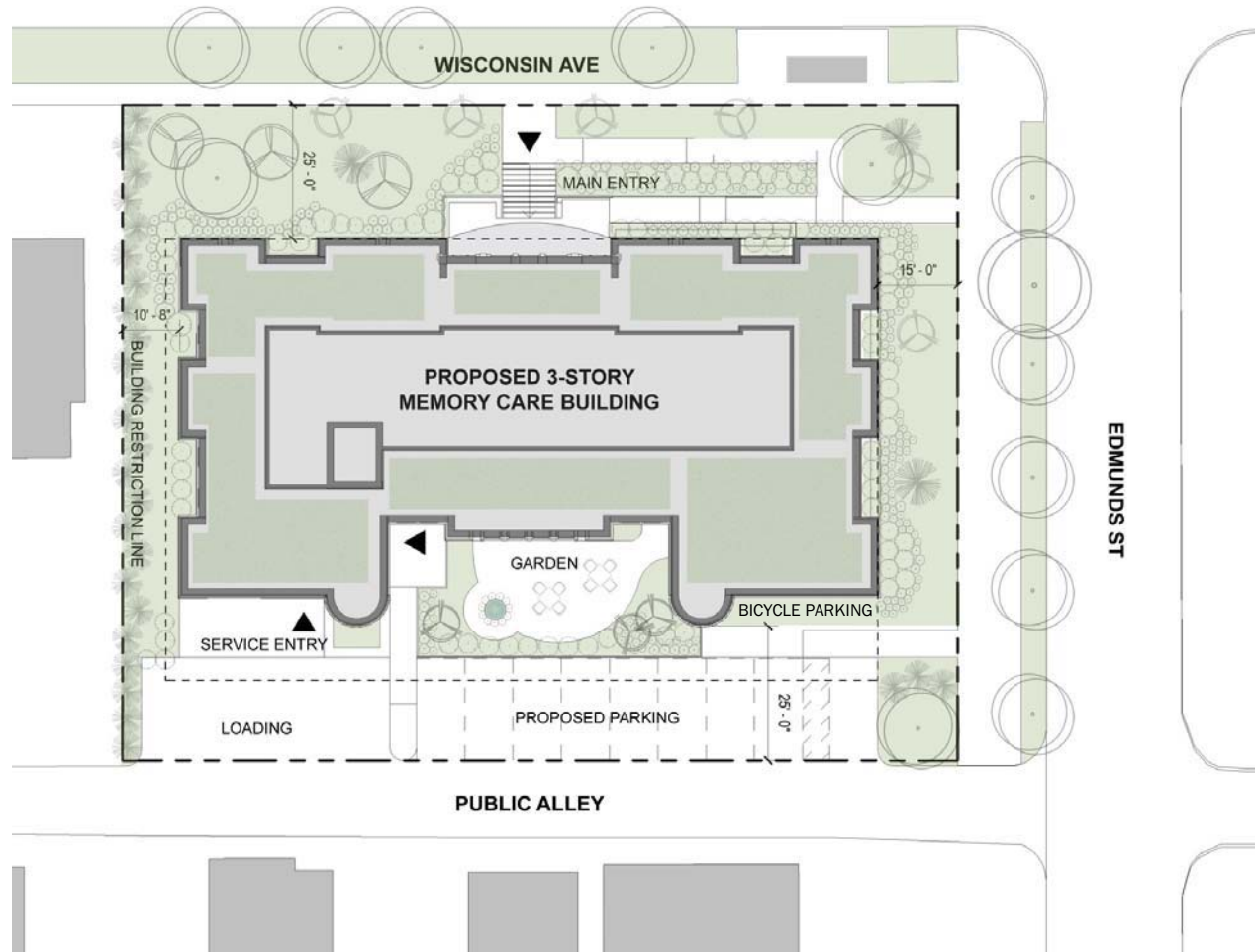
# Design Inspiration



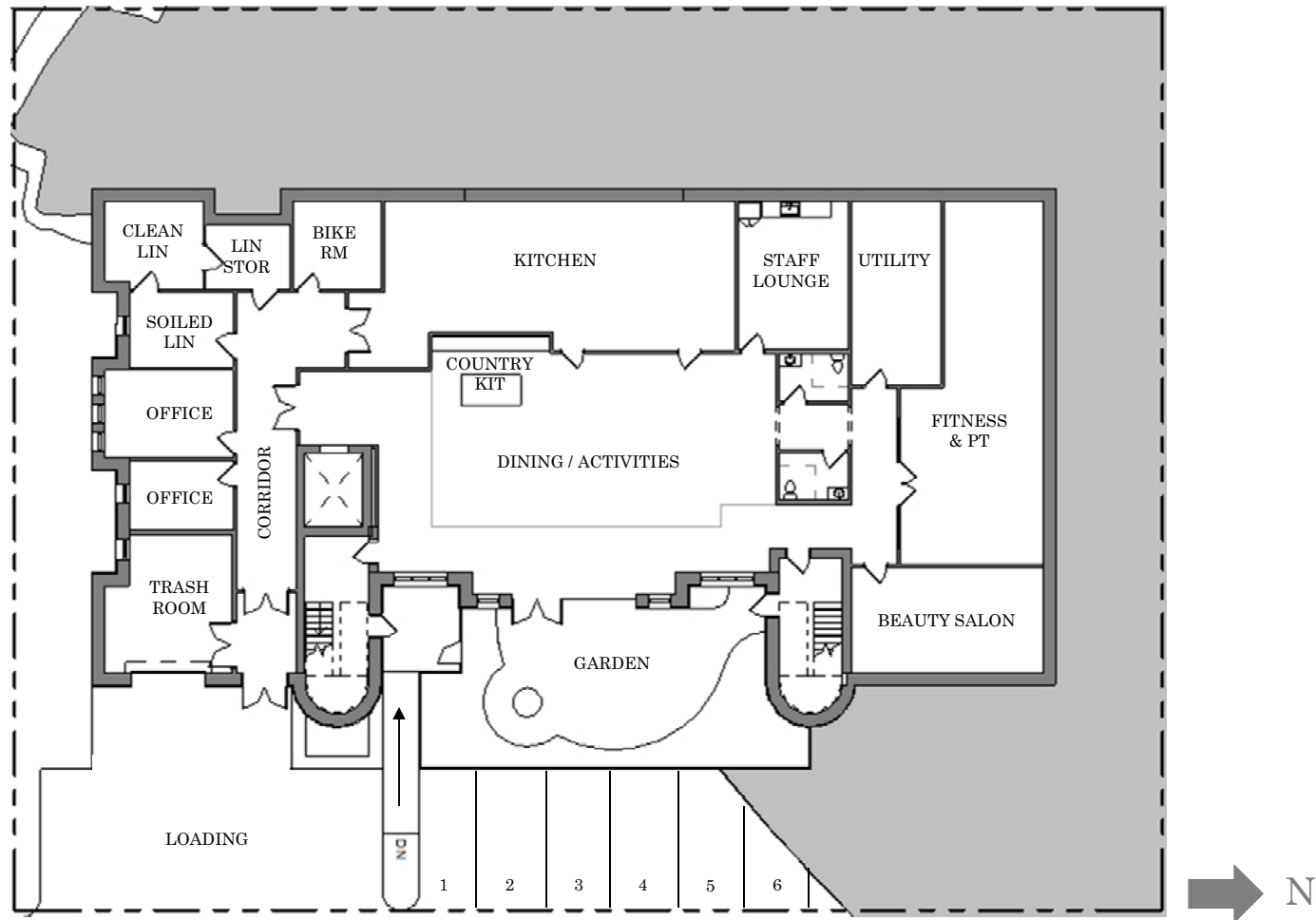
# Design Inspiration



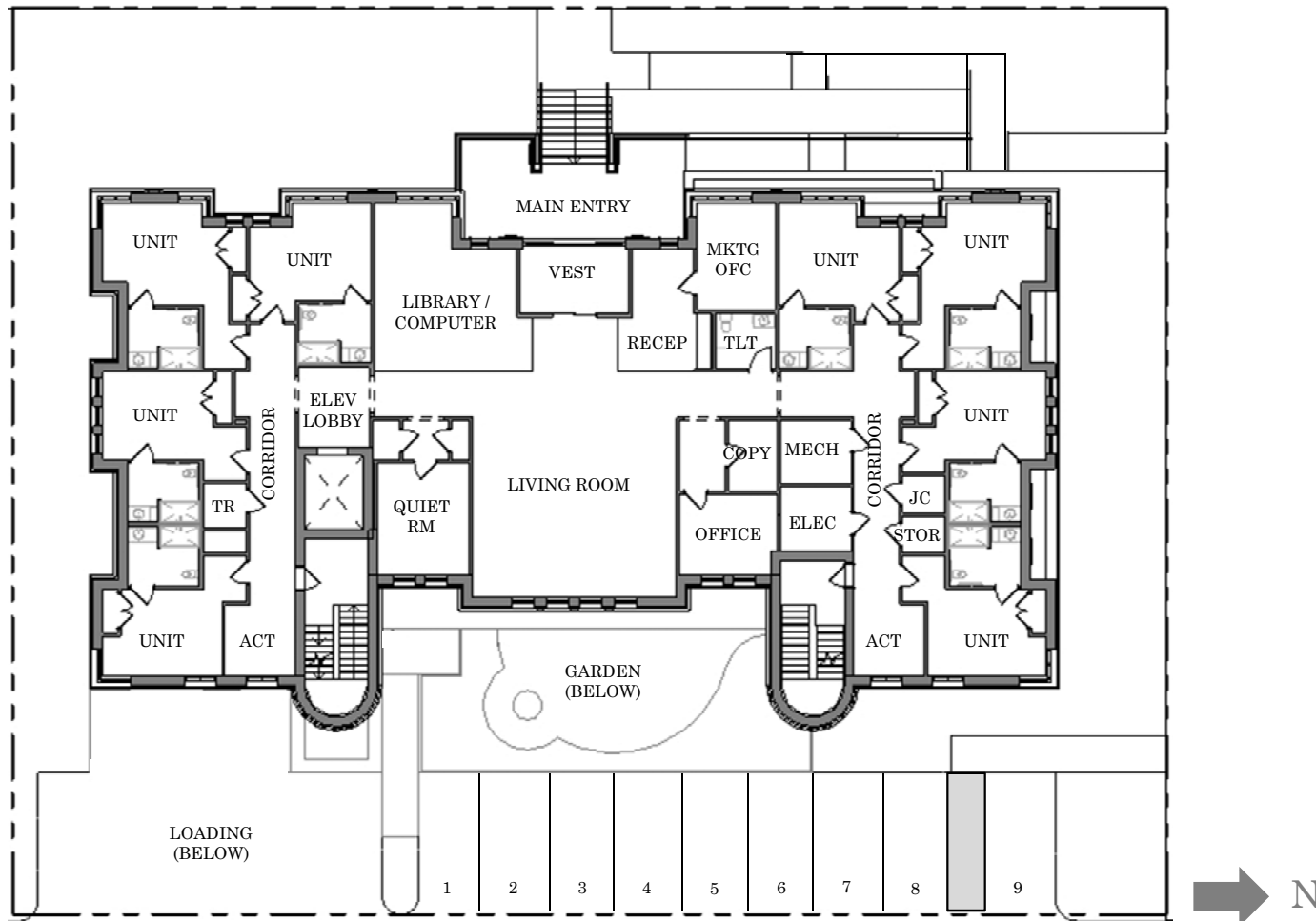
# Site Plan



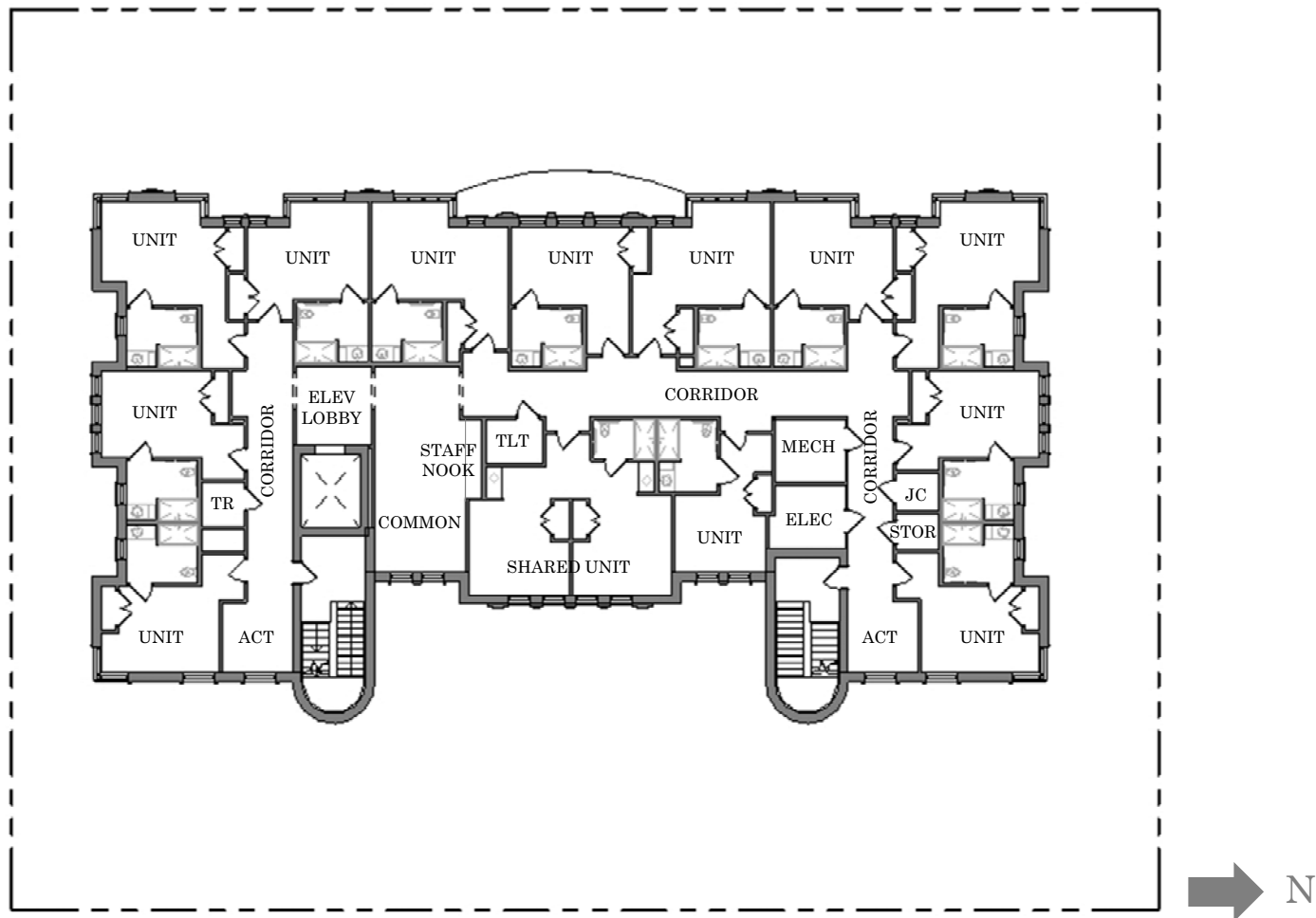
# Floor Plan - Cellar



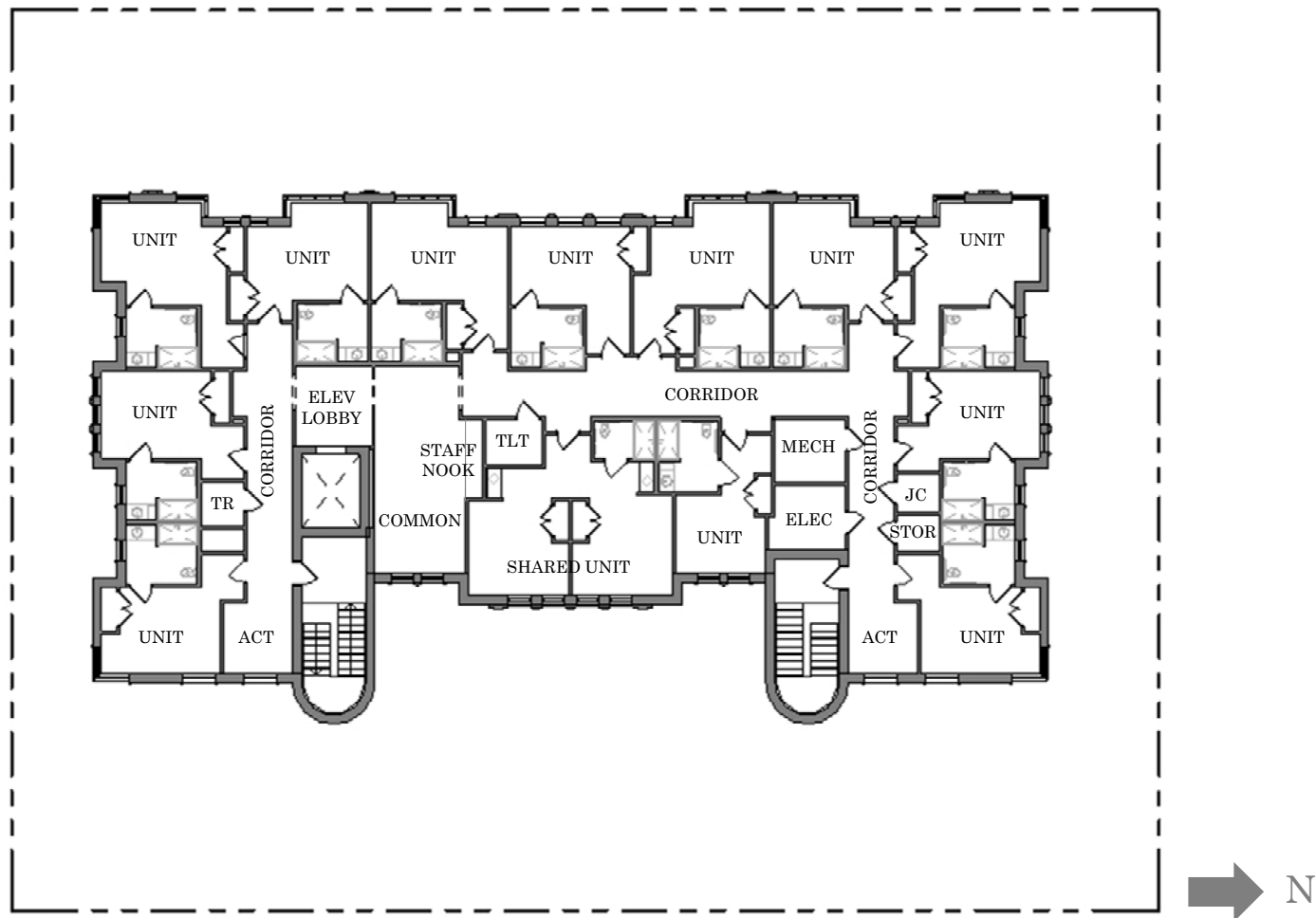
# Floor Plan – Level 1



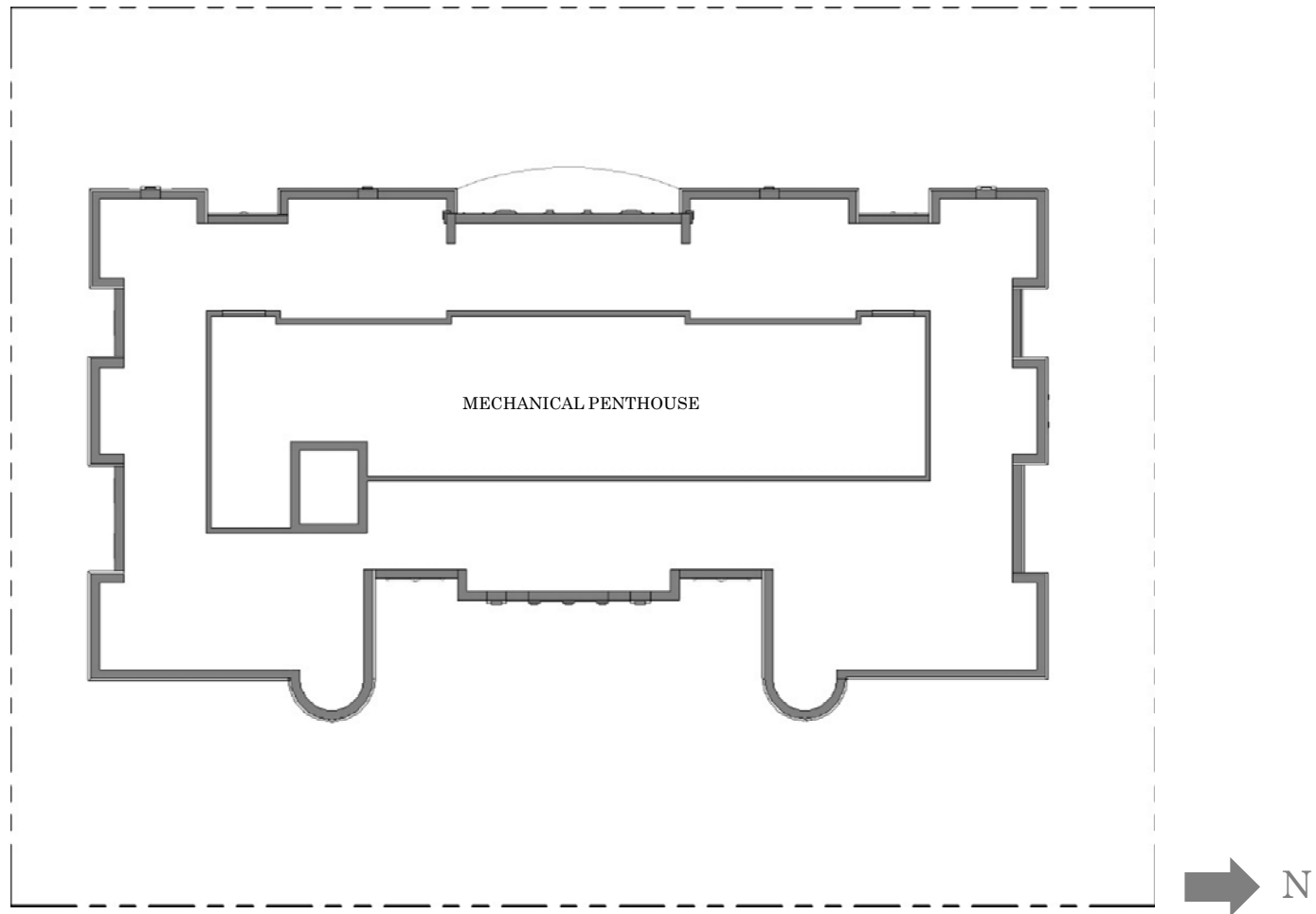
# Floor Plan – Level 2



# Floor Plan – Level 3



# Floor Plan – Roof





# Landscape Plan



# Elevation



## Perspective - Corner of Edmunds and Wisconsin



## Perspective – Edmunds Street Looking West



## Perspective – Alley looking Northwest



## Perspective – Garden View



# Parking Requirements

- Residential parking requirement in “R” zone
  - 1 space per 2 dwelling units = 17 space requirement
- Practical parking demand for memory care facility differs significantly from residential use
  - With residential use, residents generate vehicular trips and need for parking
  - With proposed memory care use, residents will not be permitted to have personal automobiles
  - With proposed memory care use, parking will be limited to staff and visitors

# Practical Parking Demand

- Mode Split

Mode	Mode Split
Auto	55%
Transit	27%
Bike	3%
Walk	15%

- Expected parking demand of **7 spaces** for visitors and staff
  - Based on *Parking Generation, 4<sup>th</sup> Edition*, published by ITE with applied 45% non-driving mode share

Land Use	Size	ITE Calculation	Calculated Parking Demand
Nursing Home (Parking Generation)	36 Beds	$P = 0.35(X)$	13
		<i>45% reduction based on Non-Auto Mode Split</i>	-6
		<b>Parking Demand</b>	<b>7</b>



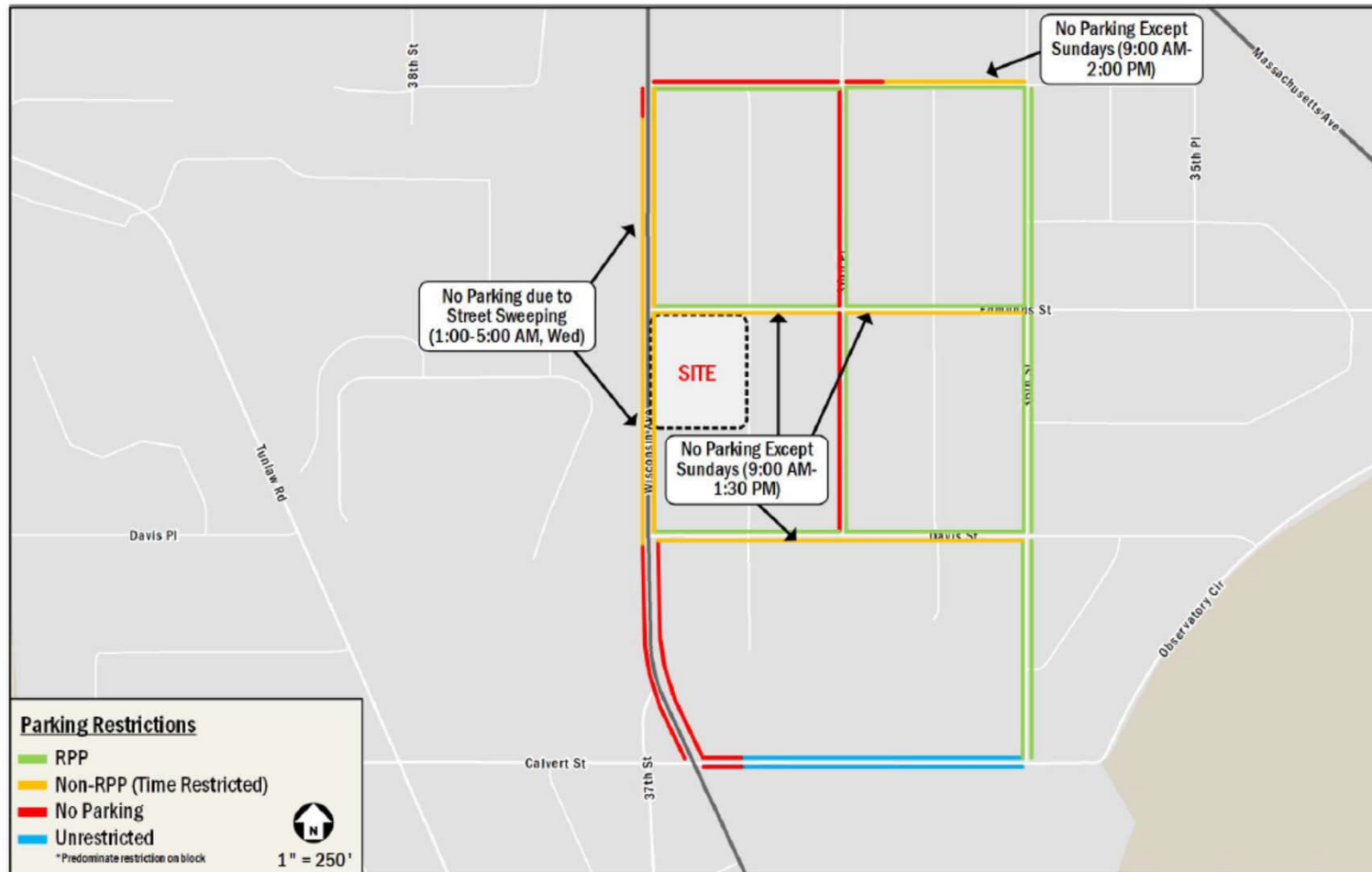
# Parking Occupancy Study

- On-street parking available to supplement 9 on-site parking spaces
- Study area encompasses up to 3 blocks away from site
  - 251 spaces provided in study area during Thursday rush hour periods
  - 285 spaces provided in study area during weekly non-rush hour periods
  - 46 Non-RPP parking spaces in study area
- Thursday and Saturday availability over 100 spaces within study area
  - 105 spaces available provided in study area during weekday peak period
  - 103 spaces available provided in study area during Saturday peak period

# Additional Parking Occupancy Study

- Study area encompasses up to 3 blocks away from site
  - 251 spaces provided in study area during Tuesday rush hour periods
  - 285 spaces provided in study area during Tuesday non-rush hour periods
  - 285 spaces provided in study area during Sunday afternoon period
  - 333 spaces provided in study area during Sunday midday period
  - 46 Non-RPP parking spaces in study area
- Tuesday and Sunday availability over 100 spaces within study area
  - 106 spaces available provided in study area during Tuesday peak period
  - 115 spaces available provided in study area during Sunday peak period

# Parking Occupancy Study Area



# Peak Parking Occupancy

Table 3: Thursday, April 26, 2018 Peak Parking Occupancy

	PM					
	4:00	5:00	6:00	7:00	8:00	9:00
Occupancy	134	129	146	143	159	165
Total Spaces	251	251	251	285	285	285
Utilization	53%	51%	58%	50%	56%	58%

Table 4: Saturday, April 28, 2018 Peak Parking Occupancy

	AM			PM				
	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00
Occupancy	181	182	171	158	154	171	173	166
Total Spaces	285	285	285	285	285	285	285	285
Utilization	64%	64%	60%	55%	54%	60%	61%	58%

Table 5: Peak Period Inventory and Occupancy Summary

Space Type	Thursday Peak Period (6:00 PM)				Saturday Peak Period (11:00 AM)			
	Spaces	Occupancy	Utilization	Available	Spaces	Occupancy	Utilization	Available
Non-RPP	22	17	77%	5	56	45	80%	11
RPP	205	106	52%	99	205	114	56%	91
Unrestricted	24	23	96%	1	24	23	96%	1
<b>All On-Street Spaces</b>	<b>251</b>	<b>146</b>	<b>58%</b>	<b>105</b>	<b>285</b>	<b>182</b>	<b>64%</b>	<b>103</b>

# Peak Parking Occupancy

Table 1: Peak Parking Occupancy, Sunday, October 21, 2018

	AM			PM				
	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00
Occupancy	218	200	196	177	170	169	178	169
Total Spaces	333	333	333	333	285	285	285	285
Utilization	65%	60%	59%	53%	60%	59%	62%	59%

Table 2: Peak Parking Occupancy, Tuesday, October 23, 2018

	AM					PM									
	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00*	5:00*	6:00*	7:00	8:00	9:00
Occupancy	179	177	163	166	161	154	151	157	148	144	137	147	156	170	178
Total Spaces	285	285	285	285	285	285	285	285	285	251	251	251	285	285	285
Utilization	63%	62%	57%	58%	56%	54%	53%	55%	52%	57%	55%	59%	55%	60%	62%

\*Peak-Period Restrictions along Wisconsin Avenue in effect during these periods.

Table 3: Peak Period Inventory and Occupancy Summary

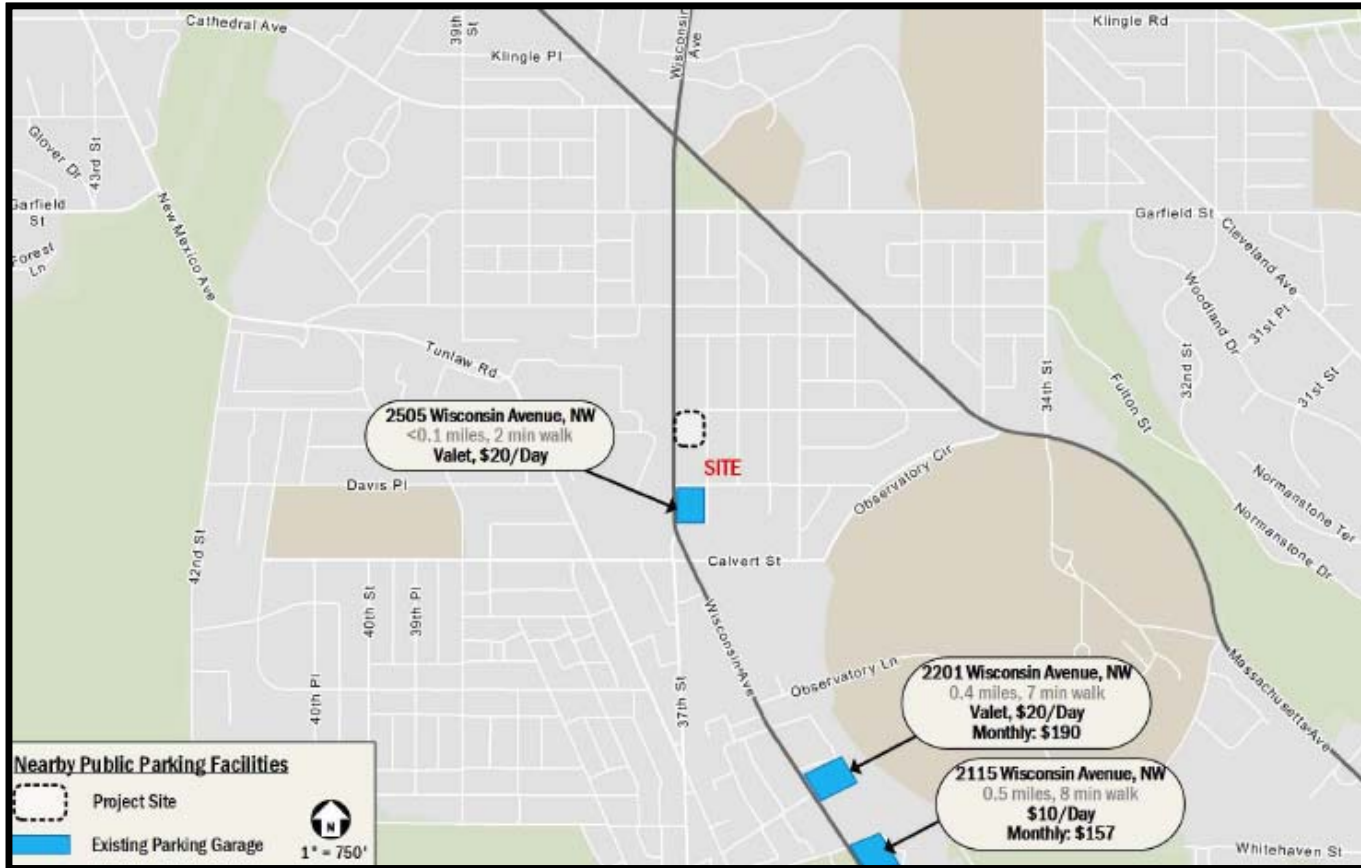
Space Type	Sunday, Oct 21: Peak Period (10:00 AM)				Tuesday, Oct 23: Peak Period (7:00 AM)			
	Spaces	Occupancy	Utilization	Available	Spaces	Occupancy	Utilization	Available
Non-RPP (Time-Restricted)*	48	7	15%	41	56	42	75%	14
RPP*	--	--	--	--	205	118	58%	87
Unrestricted	285	211	74%	74	24	19	79%	5
Illegal Spaces	--	--	--	--	--	--	--	--
<b>All On-Street Spaces</b>	<b>333</b>	<b>218</b>	<b>65%</b>	<b>115</b>	<b>285</b>	<b>179</b>	<b>63%</b>	<b>106</b>

\*Most time-restricted and all RPP restrictions are not in effect on Sundays

# Sufficient Parking

- Public transportation access
  - 11 Bus routes within  $\frac{1}{4}$  mile of site (mostly along Wisconsin Avenue NW and Massachusetts Avenue NW)
  - Bus stop in front of Property
- Commuter benefits program for employees
- Staggered staffing schedule
- Available on-street parking for visitors
- Implementation of Transportation Demand Management (TDM) Plan
- Nearby parking garages:
  - 2505 Wisconsin Avenue (one block away)
  - 2201 Wisconsin Avenue
  - 2115 Wisconsin Avenue

# Nearby Parking Facilities



# Transportation Demand Management

- Establish a TDM Coordinator to promote alternative commuting
- Implement Commuter Benefits Program for staff
- Provide alternative commuting information on project website
- Provide location of non-RPP parking spaces and nearby parking garages on project website
- Provide employees Capital Bikeshare, Commuter Connections and Transit information in new employee packet
- Offer full-time and shift employees a transit subsidy of no less than \$10 per week

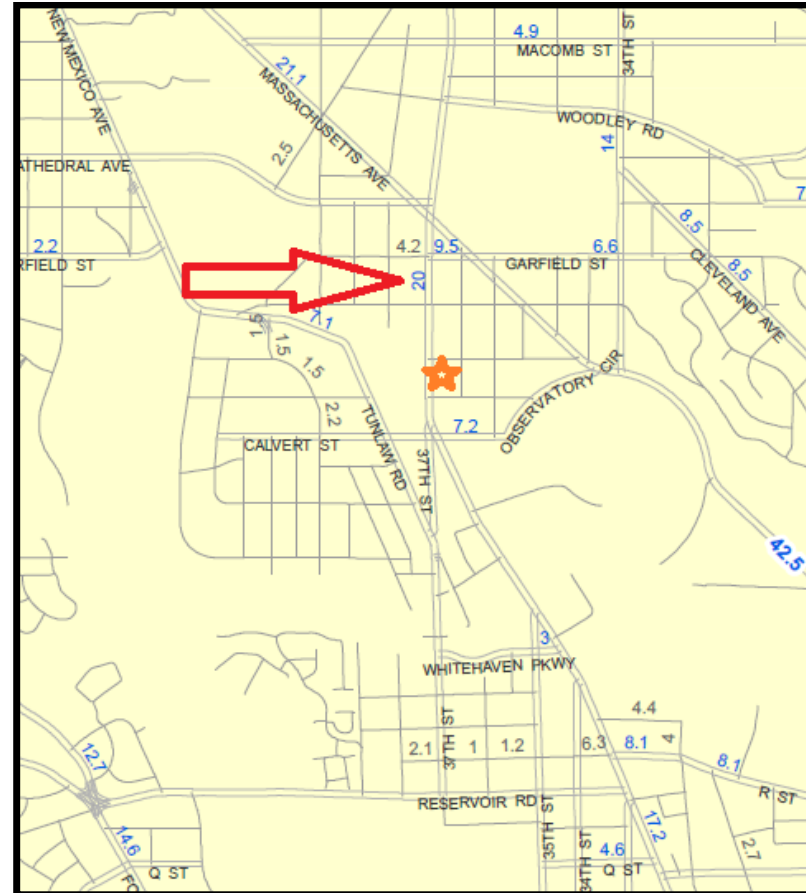


# DDOT Conditions

- Applicant **agrees** to all of DDOT Conditions:
  - Satisfy the TDM requirements of Subtitle C § 703.4 by offering full-time and shift employees a transit subsidy of no less than \$10 per week, which equates to 50% of the weekly cost of a standard Metrobus or Capital Bikeshare commute; and
  - Satisfy the bicycle requirements of Subtitle C § 802.1 or request relief as necessary.

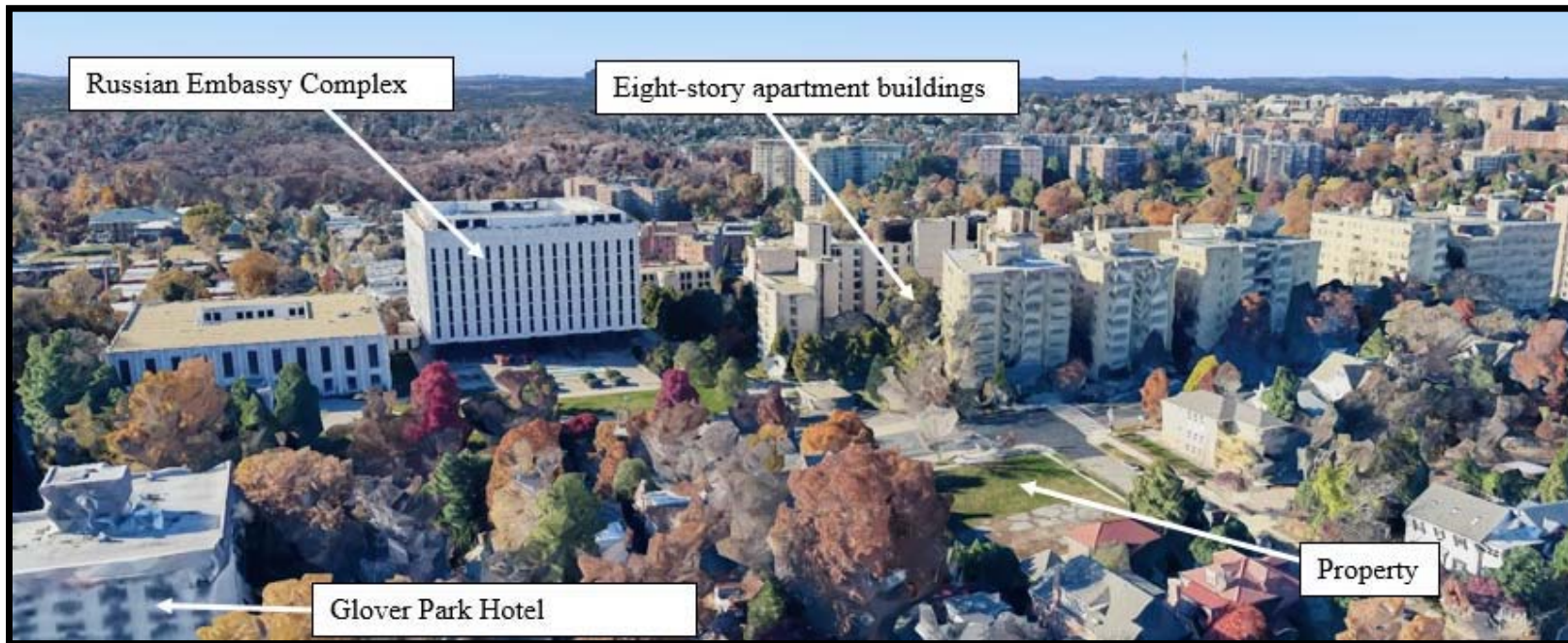
# Land Use Expert – Stephen Varga

- 2015 DDOT Traffic Map
- Wisconsin Avenue NW is designated a 'Principal Arterial'
- 20,000 cars pass the Property per day along Wisconsin Avenue NW
- At least 11 Metrobus and Circulator lines
- Links to numerous Metro Stations
- Proximate to numerous Bikeshare locations



# Land Use Expert – Stephen Varga

- Project is in harmony with the pattern of development along Wisconsin Avenue NW



# Zoning Relief – Special Exceptions

- Subtitle U § 203.1(f)
  - Continuing Care Retirement Community Use
- Subtitle C § 703.2
  - Vehicular Parking
    - 17 parking spaces required, 9 parking spaces provided

## Zoning Relief – CCRC Use – Harmonious with Purpose and Intent of Zoning Regulations

- CCRC is a “residential” use
- Project aligns with intent of “R” zones for low- and moderate-density residential use
  - Complies with all development standards except for parking
- Fits development pattern along Wisconsin Avenue NW while being sensitive to residential neighborhoods
  - Large apartment buildings to north
  - Russian embassy across the street
  - Hotel to the south
- Comprehensive Plan policies per Mr. Varga
  - Infill development
  - Housing for the elderly

## Zoning Relief – CCRC Use – No Adverse Effect

- Naturally-occurring buffers
  - Corner lot that abuts neighboring properties on only two sides
  - On eastern side, separated from neighboring properties by 15-foot-wide alley
  - Existing fencing, trees and accessory structures on alley
- Compared to existing vacant lot, proposed building will provide buffer from busy Wisconsin Avenue
- Majority of resident activities will occur in the facility
  - Recreation, fitness, barber/beauty salon, etc.
  - On-site laundry and commercial kitchen
  - Outdoor garden area is fenced-in to minimize any impacts on privacy and noise
- Staff shifts will be staggered to avoid concentrated entries and exits to facility

## Zoning Relief – CCRC Use – Special Conditions

- ***(1) Use shall include one of following services: independent living, assisted living or licensed skilled nursing care facility***
  - Memory care is subset of assisted living
- ***(2) If the use does not include assisted living or skilled nursing facilities, the number of residents shall not exceed eight***
  - Not applicable because facility will be assisted living/memory care
- ***(3) Use may include ancillary uses for further enjoyment, service or care of residents***
  - Recreation space, dining facilities, fitness center, barber/beauty room
- ***(4) Use and related facilities shall provide sufficient off-street parking spaces for employees, residents and visitors***
  - Reduced demand because residents will not have personal automobiles
  - Per parking study, Project will have sufficient off-street parking for the needs of staff and visitors
    - Parking study found excess of available parking during peak times
    - Staff-heavy uses require less parking
    - Good public transportation access with Commuter Benefits program for staff
    - Nearby private parking garages
- ***(5) Use, including outdoor space, shall be located and designed so that it is not likely to become objectionable to neighboring properties because of noise, traffic or other objectionable conditions***
  - Self-contained and secure facility
  - Nature of memory care use means less impact in terms of noise
    - Program encourages indoor activity
    - Outdoor space buffered from neighboring properties by fence, as well as accessory structures and plantings along the alley
  - In terms of traffic, residents will not have cars
    - Sufficient means for visitors and staff to access facility
- ***(6) BZA may require special treatment in design, screening, planting, parking areas, signs or other to protect adjacent properties***

## Zoning Relief – Parking – Harmonious with Purpose and Intent of Zoning Regulations

- Memory care use is more akin to other staff-heavy uses with reduced parking requirements
  - Office: 0.5 spaces per 1,000 sq. ft. in excess of 3,000 sq. ft.
    - 10 spaces for 22,959 sq. ft. facility
  - Emergency shelter: 0.5 spaces per 1,000 sq. ft.
    - 11 spaces
  - Daytime Care: 0.5 spaces per 1,000 sq. ft.
    - 11 spaces
- Parking study finds that 9 parking spaces will meet the needs of the facility



## Zoning Relief – Parking – No Adverse Effect

- Residents will not have personal automobiles
- Combination of off-street and on-street parking will meet needs of visitors and staff
  - Parking study found available spaces during peak demand: 115 (Sunday), 106 (Tuesday), 105 (Thursday) and 103 (Saturday)
    - 46 non-RPP spaces
  - Public transportation access, including bus routes along Wisconsin Avenue and Massachusetts Avenue
  - Excellent bicycle connections
- Visitors are only allowed during business hours except in case of emergency
- No more than 18 staff on-site at a time, with staggered shifts
  - Per mode split assumptions, 27% of staff are expected to take public transportation and 18% of staff are expected to bike or walk
  - TDM Plan including commuter benefits program for staff
  - Availability of paid garages nearby

# Zoning Relief – Parking – Special Conditions

- ***(a) Due to physical constraints of property, required parking spaces cannot be provided either on the lot or within 600 feet of the lot***
  - To provide 17 spaces, with 9 full-size and 8 compact, would span approximately 145 feet of the eastern lot line
    - Eastern lot line is only 155 feet
    - Does not leave sufficient room for proposed loading area or account for screening
  - Building restriction lines along Wisconsin Avenue and Edmunds Street restrict Project's footprint
  - Applicant does not own any parcels within 600 feet
    - No availability due to single-family homes, Russian embassy and other privately-owned buildings
- ***(b) The use or structure is particularly well-served by mass transit, shared vehicle or bicycle facilities***
  - Access to public transportation
    - Bus stop at front of property access bus lines 30N, 30S, 31 and 33
    - 31 is a "priority" bus line
    - Bus lines D1, D2, N2, N3, N4 and N6 within .4 miles
  - Parking study found excellent bicycle connections
  - Access to car sharing as well
- ***(c) The nature of the use or structure or the number of residents, employees, guests, customers or clients who would reasonably be expected to use the proposed building or structure at one time would generate demand for less parking than the minimum parking standards***
  - Residents will not have personal automobiles due to memory care program
  - Staff-heavy uses require less parking
  - Staff shifts will be staggered
  - Staff will have access to public transportation and potential subsidy
  - Visitors limited to business hours

## Office of Planning Condition

- The special exception relief is for this specific use, and any change in use, including to a different form of Continuing Care Retirement Community, would require a new application to the Board of Zoning Adjustment for re-evaluation against the relevant regulations

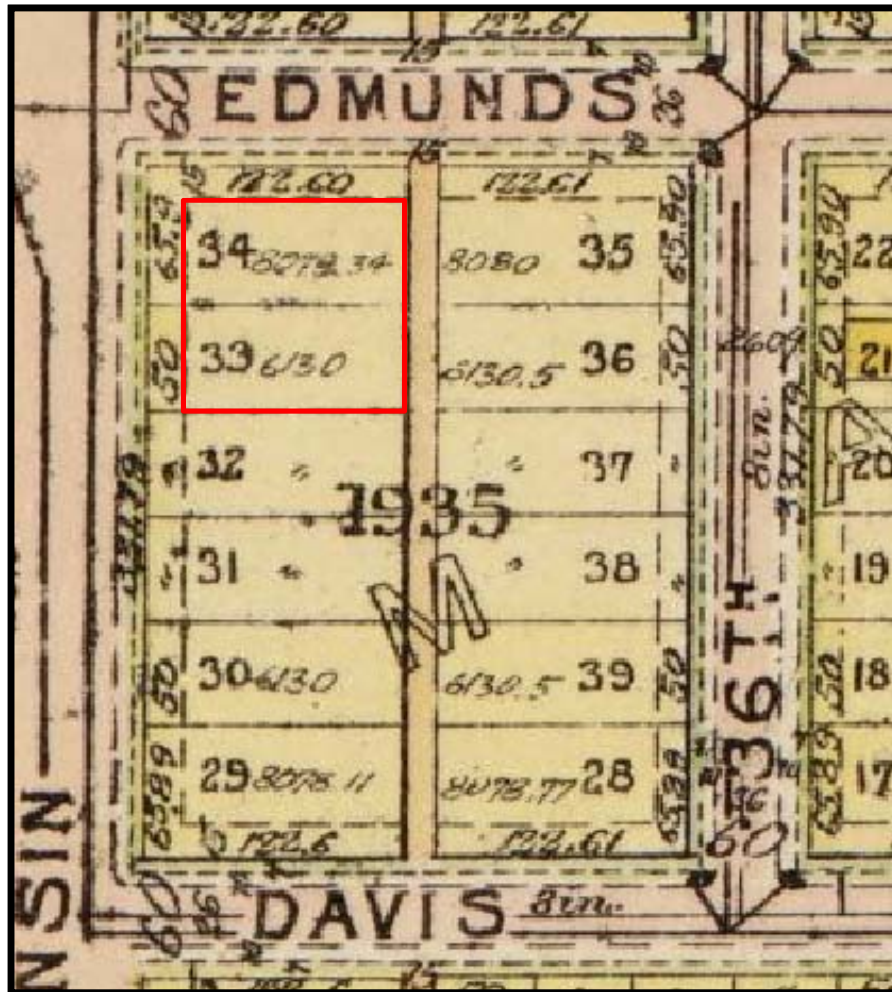
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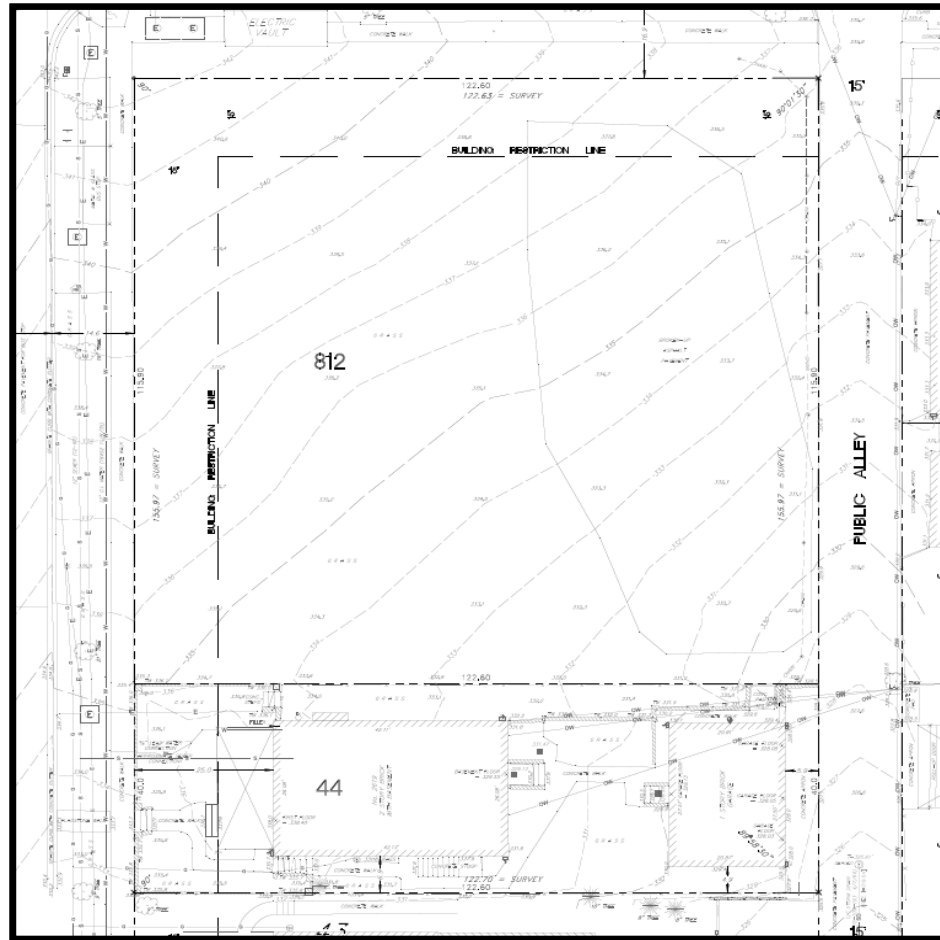
MED Developers, LLC



# Baist Map (1919)



# Surveyor's Plat



## Alley Pictures (looking east from Wisconsin)



## Alley Pictures (looking South from Edmunds)

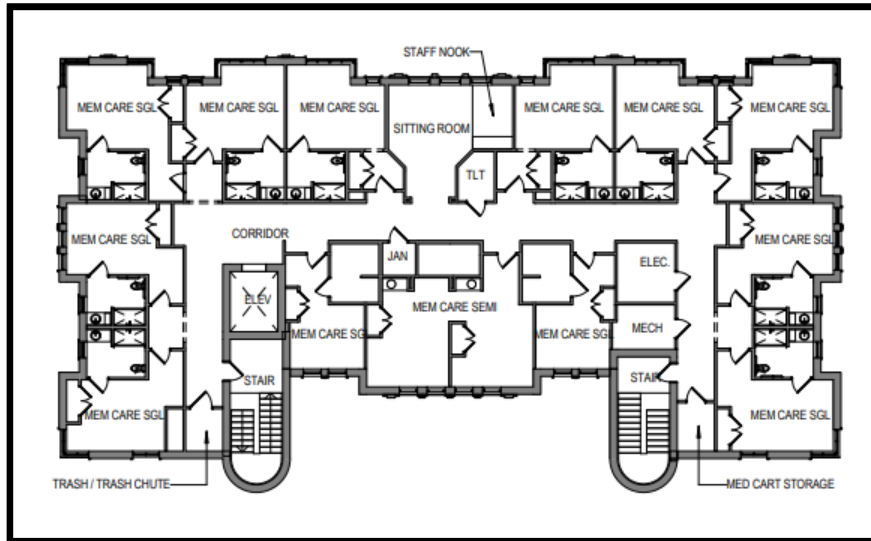




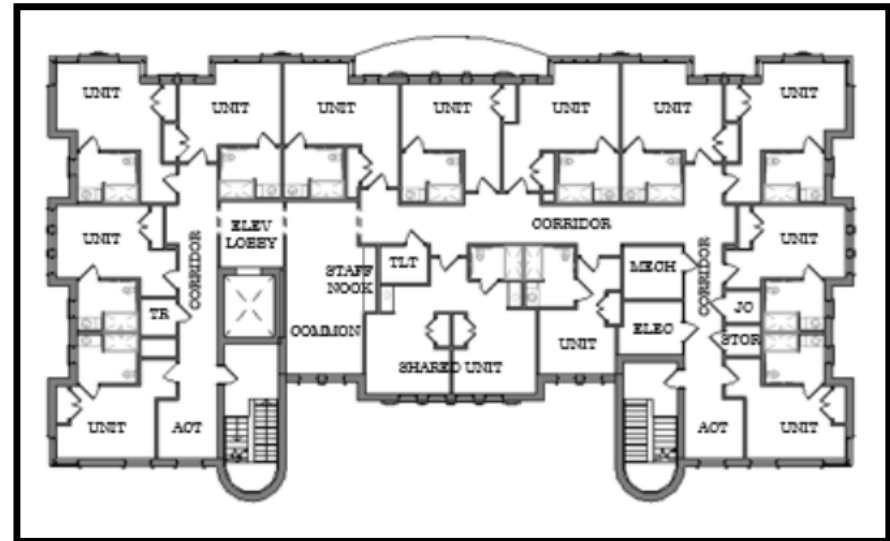
## Alley Pictures (looking North from mid-alley)



# Second Floor Plan - Comparison

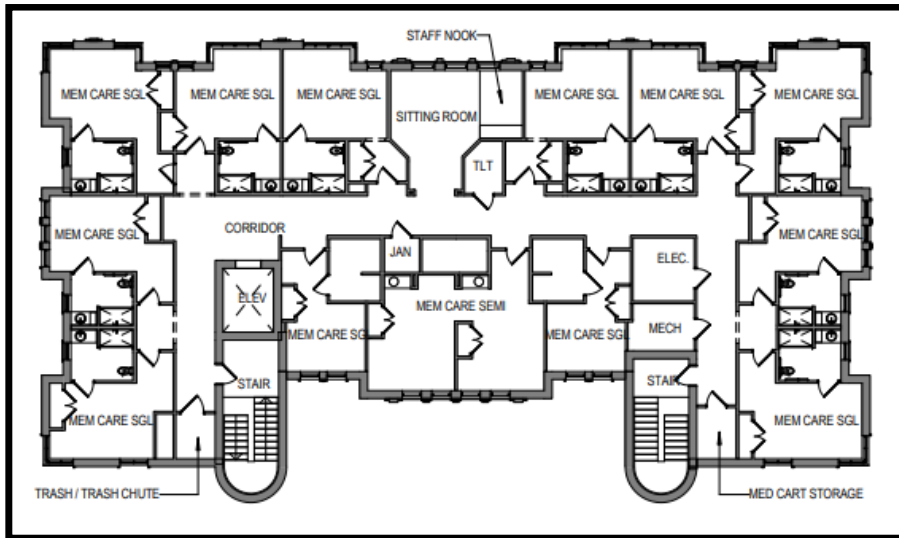


Prehearing Statement

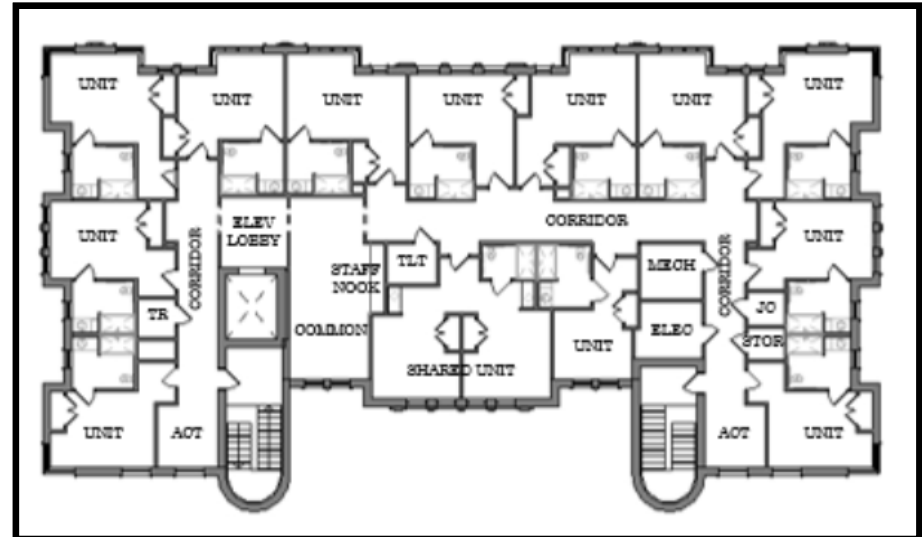


Current

# Third Floor Plan - Comparison

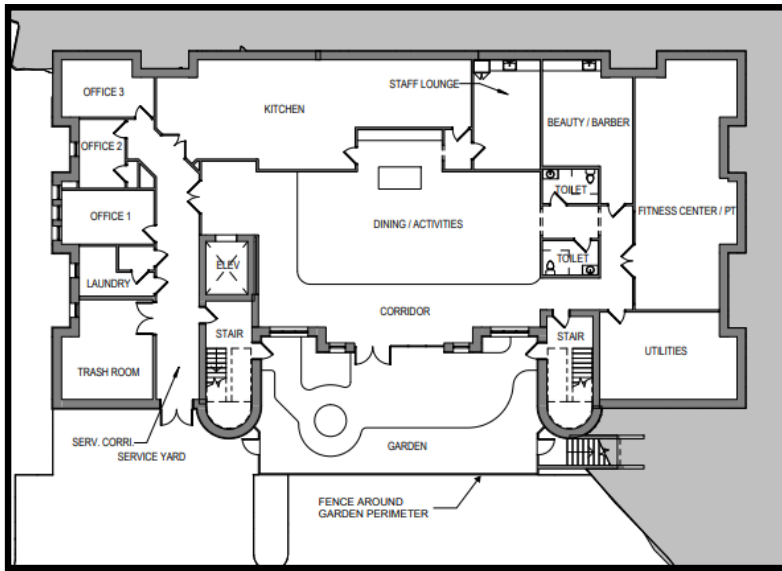


Prehearing Statement

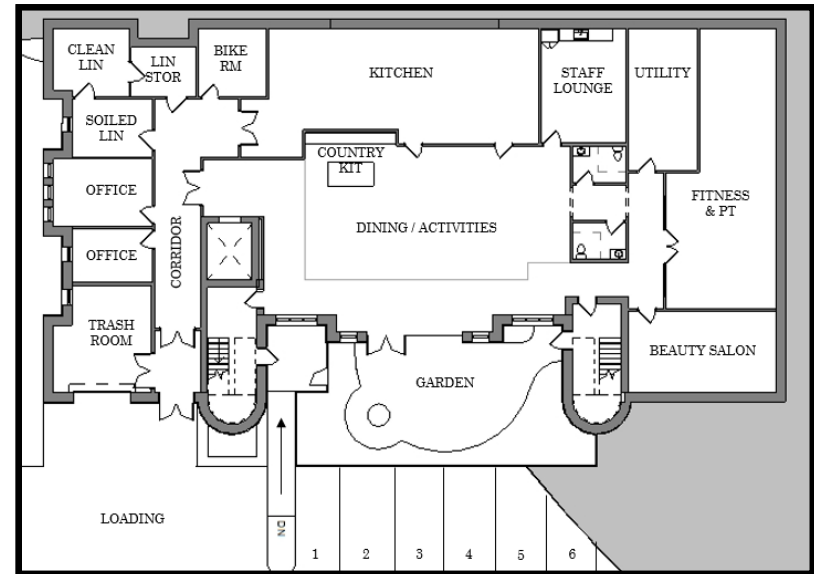


Current

# Cellar Plan - Comparison

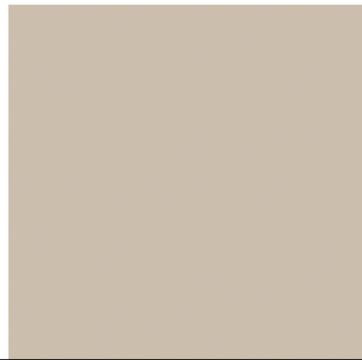
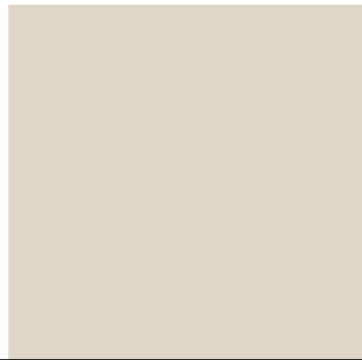
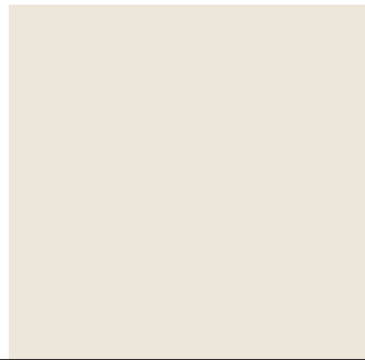


Prehearing Statement



Current

# COLOR PALETTE



PRIMARY BUILDING COLORS

ACCENT COLORS

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## SUSTAINABILITY

- Sustainability DC: Plan launched by Mayor Vincent Gray in 2011 with the goal to make the District “the healthiest, greenest, and most livable city in the nation”
- Project must comply with the 2013 DC Green Construction Code (2012 International Green Construction Code, as amended by the District)
- Green Construction Code mandates practices that conserve resources, including energy, materials, and water, and results in a healthier indoor environment for building occupants
- DC stormwater regulations are among the most restrictive in the country
- Every new project in the District that disturbs more than 5,000 SF of land is required to develop a Stormwater Management Plan as well as a Sediment and Erosion Control Plan
- These plans reduce and/or retain water and pollutant run-off
- Code requires 50% minimum pervious surface to be maintained on the site
- All water that falls on the site is required to be managed onsite, either by retention and/or slowed percolation back into the ground. Three common ways to manage stormwater are pervious paving, green roofs, and underground cisterns.

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## LAUNDRY, MECHANICAL PENTHOUSE, AND NOISE

- Dryer exhaust is considered environmental air (non-hazardous)
- Dryer ducts have a dedicated system to exhaust from the building
- The termination point of exhaust outlets and ducts discharging to the outdoors shall be located according to the following minimum distances:
  - At least 3 feet from property lines
  - 3 feet from operable openings into buildings
  - 10 feet from mechanical air intakes
- All dryer ducts shall be installed according to the manufacturer's recommended instructions, to include allowable duct lengths and sizes
- Any sound-producing equipment in the facility would need to comply with the Building Code and the DC Noise Control Act. There is no exception to sound management as a result of the use special exception
- Most equipment on the roof will not produce measurable levels of noise, but the noise that is produced will be mitigated in large part by the mechanical screen wall
- Sound isolators are available if any equipment produces sound levels that exceed that which is permissible
- The development team is still exploring the most appropriate fuel source for the generator
- Both the generator and the fuel storage tank are highly regulated by the International Building Code (IBC), Life Safety Code, National Fire Protection Association (NFPA), Underwriters Laboratories (UL), and others
- All equipment specified and installed must comply with all applicable codes