



September 3, 2020

VIA IZIS

Zoning Commission for the District of Columbia
441 4th Street, NW
Suite 210-S
Washington, DC 20001

Re: Capitol Hill Village Written Statement to the Zoning Commission (Z.C. Case No. 20-06)

REQUEST

Capitol Hill Village (CHV), a local nonprofit that helps seniors age in place, has identified an urgent need for an Adult Day Center with Memory Care (ADC) to serve older adults of all income levels living in Ward 6.

If the Zoning Commission approves the 1333 M Street PUD, CHV requests that the Commission include as one of the conditions of approval, a monetary contribution of \$250,000 for “The Friends of Capitol Hill Adult Day Center.” This project will plan, site, fundraise, and help establish an Adult Day Center with Memory Care in Ward 6. The amount requested is the culmination of consultations with experts in project management, senior care, fundraising, and real estate development; it reflects the minimum amount required to succeed.

A MEANINGFUL AND MUCH NEEDED COMMUNITY BENEFIT

The number of seniors in our country is growing, and they are living longer. Over the next decade, ten thousand Baby Boomers will turn 65 every day in the United States. Older adults can live active vital lives, but research shows that 50% of those turning 65 will require some form of long-term services or support at some point as they age.

Our community is no different. Ward 6 is home to 11,000 seniors, a population that is growing as more seniors, either through financial, health, or life choices, desire to remain in their homes and their community. And according to census data, approximately 3,000 households on Capitol Hill and in surrounding neighborhoods have at least one senior who struggles to live independently. There is a critical need among this population for services to support both the senior and their family members, who are often the primary caregivers.

Adult Day Centers, one of the most important building blocks of long-term care, help meet this need. They provide a range of programs to improve health, decrease depression, and reduce hospitalizations. They are less costly than in-home care, assisted living facilities, and nursing homes. And, they enable vulnerable adults to age “in place,” at home with their family. Yet there are no adult day centers with memory care serving Ward Six.

OVERVIEW OF PROJECT

The Friends of Capitol Hill Adult Day Center will site, plan, fundraise, and help establish an adult day center with memory care in Ward 6 (see complete proposal in Attachment 1). The scope of the project includes three phases (start-up, development, and fundraising) and twelve deliverables/milestones. The period of performance is 21 months. We believe the project meets the requirements of Title 11 Subtitle X DCMR §305.3 (11X DCMR 305.3); its scope is tangible, quantifiable, and measurable.

To ensure proper accountability, we envision the funds being held in an escrow account maintained by the Capitol Hill Village, the Greater Washington Community Foundation, or another non-profit organization acceptable to

CHV, the ANC and the Zoning Commission. Outlays can be made incrementally based on the milestones described in the proposal. Accountability mechanisms will also include quarterly programmatic and financial reporting, independent auditing, and oversight by the Capital Hill Village Board.

Ultimately, the ADC established will serve some of our most vulnerable neighbors - older adults who are frail, physically impaired, or suffering from cognitive challenges like dementia. It will serve clients from all income levels, and support approximately 100 families at a time with 50 clients on site daily.

THE DEVELOPER'S "ASK"

There are significant potential downsides to this PUD. It will set a precedent by permitting the construction of a massive structure along the waterfront, and its size will place new stresses on the environment and traffic in the community. In addition, the developer is making a significant "ask," including a map amendment to build a residential complex in a zone that does not permit it, as well as 40 feet in height (translating to several more floors and approximately 121 additional units). If the above relief is granted, 1333 M Street will be one of the tallest buildings on the DC waterfront.

THE PROFFERED PUBLIC BENEFITS

Given the above, we believe a more robust benefits package is required if this PUD is to meet the requirement of Subtitle 11X DCMR 300.1 (to include "a commendable number or quality of meaningful public benefits") and the requirements of 11X DCMR 305.2 (which defines public benefits as "superior features...that benefit the surrounding neighborhood, or the public in general to a significantly greater extent than would likely result from development of the site under the matter-of-right provisions of this title"). Attachment 2 provides a more detailed analysis of the benefits proffered. In sum:

- Affordable housing is an important public benefit being proffered, but each 1% increase above the required percentage provides about 5 additional units in Phase 1; so the current proffer equates to only about 20 additional units.
- Most of the other proffered benefits are necessary to attract residents (e.g., infrastructure and landscaping); to mitigate design impacts (e.g., environment proffer); or to support retail (e.g., the "retail promenade"). In other words, the benefits accrue more to the developer and tenants than the public.
- A number of the proffered items would be included in a "matter-of-right" design, and likely do not meet the definition of benefits per 11X DCMR 305.2.
- The current residents of Ward 6B are themselves the primary beneficiaries of only two of the proffered benefits.

We believe that the developer is making a significant "ask" of the city and Ward 6; that the proposed benefits are insufficient; and that funding in support of an Adult Day Center will go a small way toward balancing the scales.

TIMELINE

On May 2, 2020, the CHV Advocacy Team, comprised of volunteers from the community, notified ANC 6B that it was interested in seeking inclusion of an Adult Day Center as a public benefit in the 1333 M Street PUD.

On June 22, 2020, CHV submitted to the Felice Development Group and ANC 6B a proposal to include an Adult Day Center at 1333 M Street (valued at \$1.9 M). Although CHV reached-out to Felice several times thereafter, they were not receptive to the proposal. The ANC's PUD Subcommittee was receptive, but felt the amount requested was too high. To address this concern, CHV developed an alternate proposal for *The Friends of Capitol Hill Adult Day Center*, and submitted it on August 17.

On August 5, 2020, Felice sent an email to CHV offering a cash contribution of an unspecified amount. On August 20, 2020, Felice included the following proffer: “ Prior to the issuance of a building permit, the Applicant agrees to make a monetary contribution in the amount of \$25,000, to a non-profit or the District to fund (i) items or services for an event or programming for seniors in Ward 6, or (ii) the cost of professional services related to securing a site for an adult daycare center in Ward 6.”

On August 19, 2020, the ANC PUD Subcommittee passed the following as a condition of support for the PUD: “Before the issuance of a building permit, up to \$250,000 to Capitol Hill Village, another non-profit, or government agency to directly support senior programming in Ward 6, as presented by CHV in their alternative proposal sent to the subcommittee on August 17.”

On September 1, 2020, the ANC P&Z Committee, in an unanimous vote of those present (including 7 of the 9 ANC Commissioners), included the following language in its draft MoU with the developer:

Adult Day Center Proffer: Since Developer did not support an onsite Adult Day Center, prior to the issuance of a building permit the Applicant agrees to make a monetary contribution in the amount of \$250,000 to a non-profit to fund services related to securing an adult day center in Ward 6, as detailed in [the proposal] provided by Capitol Hill Village.

The ANC will meet on September 8, 2020, after submission of this written report.

CONCLUSION

PUDs offer a rare opportunity to bring meaningful benefits to the community. Including sufficient funding for the *Friends of Capitol Hill Adult Day Center* in this PUD will help ensure the benefits package is commensurate with the developer’s “ask,” and bring a much needed service to Ward 6’s most vulnerable seniors. We respectfully ask that the Zoning Commission give favorable consideration to our proposal in Case 20-06.

ATTACHMENTS

- | | |
|---|-----------|
| (1) “Friends of Capitol Hill Adult Day Center” Proposal | (page 4) |
| (2) Analysis of Proffered Benefits | (page 15) |
| (3) Fact Sheet on Capitol Hill Village | (page 20) |
| (4) “Friends of Capitol Hill Adult Day Center” Questions from ANC | (page 23) |

ATTACHMENT 1

FRIENDS OF CAPITOL HILL ADULT DAY CENTER PROPOSAL

Funding for the “Friends of Capitol Hill Adult Day Center”

Community Benefit Proposal

August 17, 2017

BACKGROUND AND CONTEXT

Felice Development Group is proposing a mixed-use development for 1333 M Street, SE, and is applying to the Zoning Commission for approval of a Planned Use Development (PUD, ZC 20-06) on the nearly three acre site. The proposed PUD will include 3 buildings of approximately 790,000 SF, and will include approximately 900 new residential units, as well as over 45,000 SF of retail space. The project will also include two levels of underground parking (source: GTM Architects).

On June 22, 2020, the CHV Advocacy Team, comprised of volunteers from the community, submitted to Felice and ANC 6B a proposal to include an Adult Day Center as a community benefit in the PUD. Although they had concerns about the PUD, the CHV team recognized it was likely to move forward, and believed the significance of the developer’s “ask” warranted significant community benefits, including an adult day center.

To date, Felice has not been receptive to the idea. The ANC has been receptive to the concept, but has raised two primary concerns with the proposal: (1) it competes with securing additional affordable housing and (2) it may be too large an “ask”: 9000 SF of rent-subsidized retail space for 10 years (with a valuation of \$750,000 for build-out and \$135,000/year in rent-subsidies).

Given the above concerns, CHV has developed an alternative proposal, described herein, that will get us further down the road in opening an Adult Day Center for Ward 6. This alternative involves seed funding for “The Friends of Capitol Hill Adult Day Center” with a mandate to site, plan, fundraise, and help establish an Adult Day Center in an alternate location in ANC 6B.

VALUATION:

The value of this community benefit is \$250,000.

COMMUNITY NEED

The number of seniors is growing, and they are living longer. Over the next decade, ten thousand Baby Boomers will turn 65 every day in the United States. Older adults can live active vital lives, but research show that 50% of those turning 65 will require some form of long-term services or support.

Our community is no different. Ward 6 is home to 11,000 seniors, a population that is growing as more seniors, either through financial, health, or life choices, desire to remain in their homes and their community. And according to census data, approximately 3,000 households on Capitol Hill and in surrounding neighborhoods have at least one senior who struggles to live independently. There is a critical need among this population for services to support both the senior and their family members, who are often the primary caregivers. Adult Day Centers, one of the most important building blocks of long-term care, help meet this need. They provide a range of programs to improve health, decrease depression, and reduce hospitalizations. As the table shows, they are less costly than in-home care, assisted living facilities, and nursing homes. And, they enable vulnerable adults to

Monthly Median Costs - Washington, DC ¹	
In-Home Care	2019
Homemaker Services	\$4,576
Home Health Aide	\$4,767
Community and Assisted Living	
Adult Day Care w/ Health Services	\$1,961
Adult Day Care w/ Memory Care	\$2,500
Assisted Living Facility	\$5,100
Nursing Home Facility	
Semi-Private Room	\$11,467
Private Room	\$12,440

¹ The figure for Adult Day w/ Memory Care is based on IONA Adult Day Care’s annual rate divided by 12. All other figures come from the Genworth Cost of Care Survey

age “in place,” at home with their family. Yet there are no adult day centers with memory care serving Capitol Hill or Ward Six.

BENEFITS OF AN ADULT DAY CENTER

- **For seniors in our community:** An affordable way for seniors, particularly those with cognitive or physical challenges, to age at home. Seniors also benefit by staying active, and getting nutritious meals, cognitive and social stimulation, and attention from health professionals. And at the end of the day, they are able to return to the comfort and familiarity of their homes.
- **For caregivers in our community:** Respite from the demands of caregiving with the knowledge that their family member is being well taken care of. Caregivers also receive valuable support (e.g., caregiver support groups) and up-to-date information on pertinent topics like recent medical advances, DC services for seniors, and community resources.
- **For the larger community:** Opportunities for younger residents and families to benefit from having seniors in their community and from being part of a neighborhood that is diverse and intergenerational. The community also benefits from volunteer opportunities, as well as opportunities for community organizations like schools, art programs and universities to engage with seniors. Finally, caregivers are able to be more active members of the community.
- **For the developer:** Supporting the creation of an adult day center in Ward 6 addresses a critical community need, and in turn, provides a significant public benefit in keeping with the Zoning Regulations.

TARGET CLIENTS

- **Low-income** – Seniors whose costs will be covered by Medicaid (approximately 1/3 of clients).
- **Middle-income** – Individuals with incomes between 30% and 100% of Median Family Income. These individuals will not qualify for Medicaid, and will often need a subsidy from donors, the Veterans Administration, or the DC Department of Aging and Community Living (approximately 1/3 of clients).
- **High-income** – Seniors who will cover the entire cost on their own, or with the help of long-term care insurance (approximately 1/3 of clients).

GOAL OF PROJECT

The goal of this project is to help establish an Adult Day Center with Memory Care (ADC) in ANC 6B to serve older adults who are frail, physically impaired, or suffering from cognitive challenges like dementia. The center will serve approximately 100 families, at all income levels, with 50 clients on site daily.

ANTICIPATED PROGRAMMING

The ADC will provide a range of programming, including:

- **Exercise and fall prevention** - Physical activities to build strength, flexibility, and mobility.
- **Health-monitoring** - Health monitoring by skilled medical staff, including identifying emerging medical issues, administering medication, and working with caregivers to monitor changes.
- **Social and art programs** – A variety of group and social activities to stimulate clients, build their confidence, and lift their spirits.
- **Meals** - Breakfast, lunch and snacks served in a dining room, supported by personal care assistants and incontinence care.
- **Transportation** – “Hand-to-hand” transportation services with pick-up from the caregiver and drop-off with Center staff.
- **Memory care** – Activities designed to engage seniors with cognitive challenges (e.g., dementia).
- **Inter-generational programs** – Activities that bring seniors and children together to form relationships, and to learn from one another.
- **Volunteer programs** – Programs to engage active seniors at the Center, as well as other community members.
- **Off-site programs** – Day trips to provide new experiences in a safe environment.
- **Person-centered service plans** – Individual plans that addresses care needs, as well as the support needed to age at home.

SCOPE OF PROJECT

The project will be led by a part-time project manager, supported by part-time consultants and volunteers. It will include the following work:

Start-up Phase

- Partner with CHV or an existing non-profit that can accept the proffer of funds, accept funds from other sources, and house the project
- Hire a project manager
- Develop a project plan, including a project schedule and project budget, as well as risk management, stakeholder management, and monitoring plans

Development Phase

- Refine the demand and demographic data already developed by CHV
- Identify several suitable sites for ADC, taking into account the above data, market conditions, and the District's planning related to long term care services
- Refine desired programming based on the benchmarking and research CHV has already conducted; identify best practices suitable to the District
- Identify top providers and select the best candidate to operate the Capitol Hill ADC (the selected provider will have a proven track-record of providing high-quality services, successfully managing resources, and adhering to all a licensing and regulatory requirements)
- Engage stakeholders throughout and ensure their support, including the Mayor and City Council

Fundraising Phase

- Determine costs for (1) a long-term lease for approximately 9,000 square feet of accessible commercial space; and (2) build-out of said space for an ADC that meets DC health and safety requirements (for fundraising purposes)
- Work with selected provider, the Mayor, and other city officials to secure city funding, including the Department on Aging and Community Living, Age Friendly DC, the Healthcare Financing Agency (Medicaid agency), the Department of General Services, the Deputy Mayor for Economic Development, and the Office of Planning
- Work with selected provider to secure federal grants
- Work with selected provider to secure funding from donors and philanthropic organizations

Implementation Phase (dependent on fundraising; not included in project or cost-estimate)

- Work with provider to select, lease, and build-out site
- Support provider as they mobilize and start operations

CONCLUSION

We are asking the subcommittee, P&Z committee, and ultimately the ANC to include in their MOU/written report to the Zoning Commission a cash contribution from Felice in the amount of \$250,000 to support "The Friends of Capitol Hill Adult Day Center" as a condition for ANC 6B support of the PUD.

We believe this proposal is fully consistent with the Zoning Regulations including 11X DCMR 305.3 which requires:

All public benefits shall meet the following criteria: (a) Benefits shall be tangible and quantifiable items;(b) Benefits shall be measurable and able to be completed or arranged prior to issuance of a certificate of occupancy; (c) Benefits may primarily benefit a particular neighborhood or area of the city or service a critical city-wide need; and (d) Monetary contributions shall only be permitted if made to a District of Columbia government program or if the applicant agrees that no certificate of occupancy for the PUD may

be issued unless the applicant provides proof to the Zoning Administrator that the items or services funded have been or are being provided.

It also adheres to the requirements of 11X DCMR 305.5:

Public benefits of the proposed PUD may be exhibited and documented in any of the following or additional categories...(i) Social services and facilities for the duration of the PUD, including, but not limited to, space dedicated for a day care or ***elderly care facility***.

Most importantly, this funding will help ensure a much needed resource is finally available in Ward 6 in support of some of our most vulnerable neighbors.

Proposal Appendices

Appendix A: Summary of Adult Day Center Benefits

Appendix B: Discussion: Adult Day Center and Affordable Housing

Appendix C: Preliminary Timeline

Appendix D: Sample Floorplan

Appendix E: Gantt Chart (addendum)

Appendix F: Cost Estimate (addendum)

Proposal Appendix A: Summary of Adult Day Center Benefits

For seniors in our community

- Allows 100 seniors, particularly those with cognitive or physical challenges, to age at home
- Helps these seniors stay active, physically and mentally
- Ensures seniors regularly get nutritious meals
- Ensures seniors get attention from health professionals who monitor their overall health and plan of care
- Serves some of our most vulnerable community members, including approximately 30 seniors receiving Medicaid and 30 seniors with incomes between 30% and 100% of Median Family Income (these individuals will receive subsidies from donors, the Veterans Administration, or other government programs)
- Ultimately, improves health and quality-of-life, decreases depression, and reduces hospitalizations

For family caregivers in our community:

- Provides respite from the demands of caregiving
- Improves caregiver's physical and psychological health
- Improves caregiver's ability to work
- Provides caregiver support groups, which improve quality of care for seniors, and quality of life for both seniors and caregivers
- Provides up-to-date information on pertinent topics to caregivers, including information on recent medical advances, DC services for seniors, and community resources

For the larger community:

- Provides opportunities for younger residents and families to benefit from having seniors in their community
- Provides volunteer opportunities for residents, neighbors, students, and community groups
- Allows caregivers to be more active members of their community
- Provides at least 12 full-time, well-paid staff positions
- Helps sustain neighborhoods that are diverse and intergenerational
- Signals that Capitol Hill is a community that is forward-thinking and values seniors

For the developer:

- Addresses a critical community need, and in turn, provides a significant PUD public benefit
- Provides regular stream of patrons for retail (e.g., caregivers, staff, volunteers)
- Provides a meaningful amenity to residents
- Provides opportunity to increase visibility of the development and foster good will with the community
- Helps create an intergenerational and diverse community

For the taxpayer:

- Saves money by offering a lower-cost alternative for senior care, which is often paid for or subsidized by government programs (the monthly figures below are based on *Genworth Cost of Care Survey* and Iona Adult Day Centers):
 - Adult Day Center \$2,500
 - In-Home Care \$4,767
 - Assisted Living Facility \$5,100
 - Nursing Home \$11,467

Proposal Appendix B: Discussion: Adult Day Center and Affordable Housing

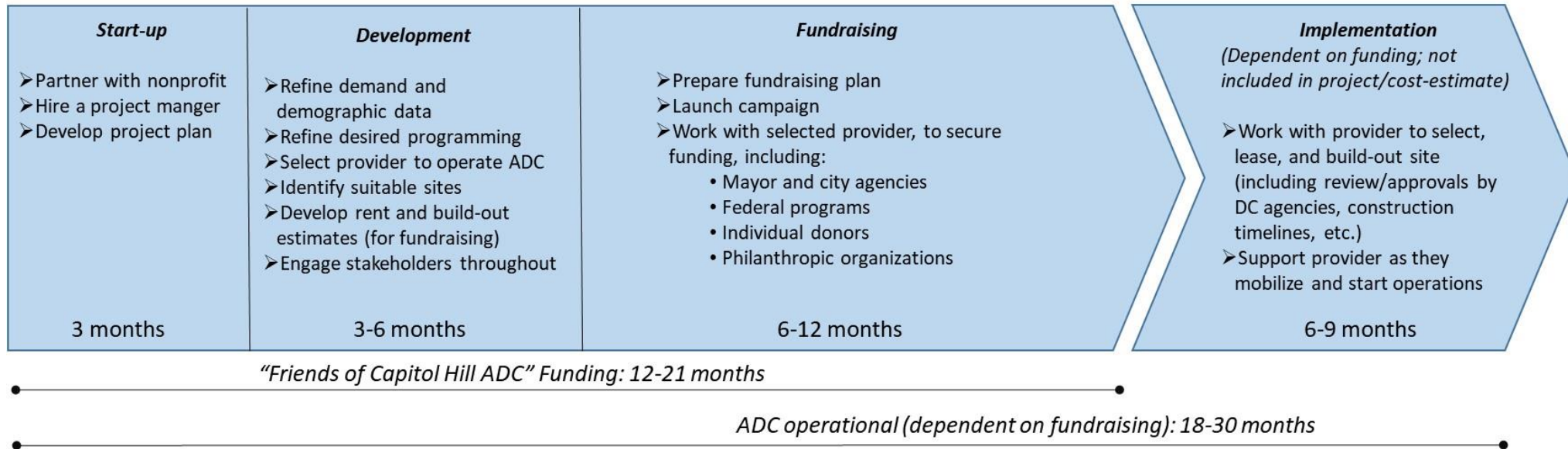
Given the significance of the developer's "ask," we think it is reasonable for the community to ask for additional affordable housing beyond the current proffer and a \$250,000 cash contribution in support of the "Friends of Capitol Hill Adult Day Center." But if the ANC decides that is not possible, we hope you will invest your support to help establish, under this proposal, much needed adult day services in our Capitol Hill neighborhood. Here is why:

- The development already includes significant affordable housing – eight percent (8%) as required by law, plus a proffer of 4% above that.
- The ADC we propose is expected to serve approximately 100 households in Ward 6. Every 1% of affordable housing translates to 5 units (using the 500 units in Phase 1, which may be the only phase constructed). The developer equates to 20 additional units. We believe support for an ADC is of greater value to the community than 20 additional units.
- Whatever the amount of additional affordable housing the developer offers as a community benefit, there are other city initiatives in play that will support construction of affordable housing. For example, next year's city budget will include significant tax breaks for the construction of affordable housing targeting neighborhoods like Capitol Hill. These should result in a considerable number of new affordable housing units.
- Older residents who do not receive the help they need to age in place are often forced to leave their homes. In effect, an ADC is also addressing a housing issue - how to help our existing aging population remain in their own homes.
- Affordable housing already has a strong advocate in the Office of Planning. If the ANC is *unsuccessful* in advocating for adult day services in Ward 6, no one else will take up the cause. The community needs the ANC's support on this.

Perhaps the strongest argument for supporting the "Friends of Capitol Hill Adult Day Center" are the critical needs a future ADC will fill, and the significant community benefits it will provide. An ADC will provide much needed access to services for a fast-growing population of older residents and family caregivers (a population coping with physical challenges and cognitive disabilities like dementia). These services will be provided to clients who live in their homes instead of institutions like nursing homes or assisted living facilities ("bankrupting" scenarios for many families). These services will also provide important relief and support for family caregivers.

Proposal Appendix C

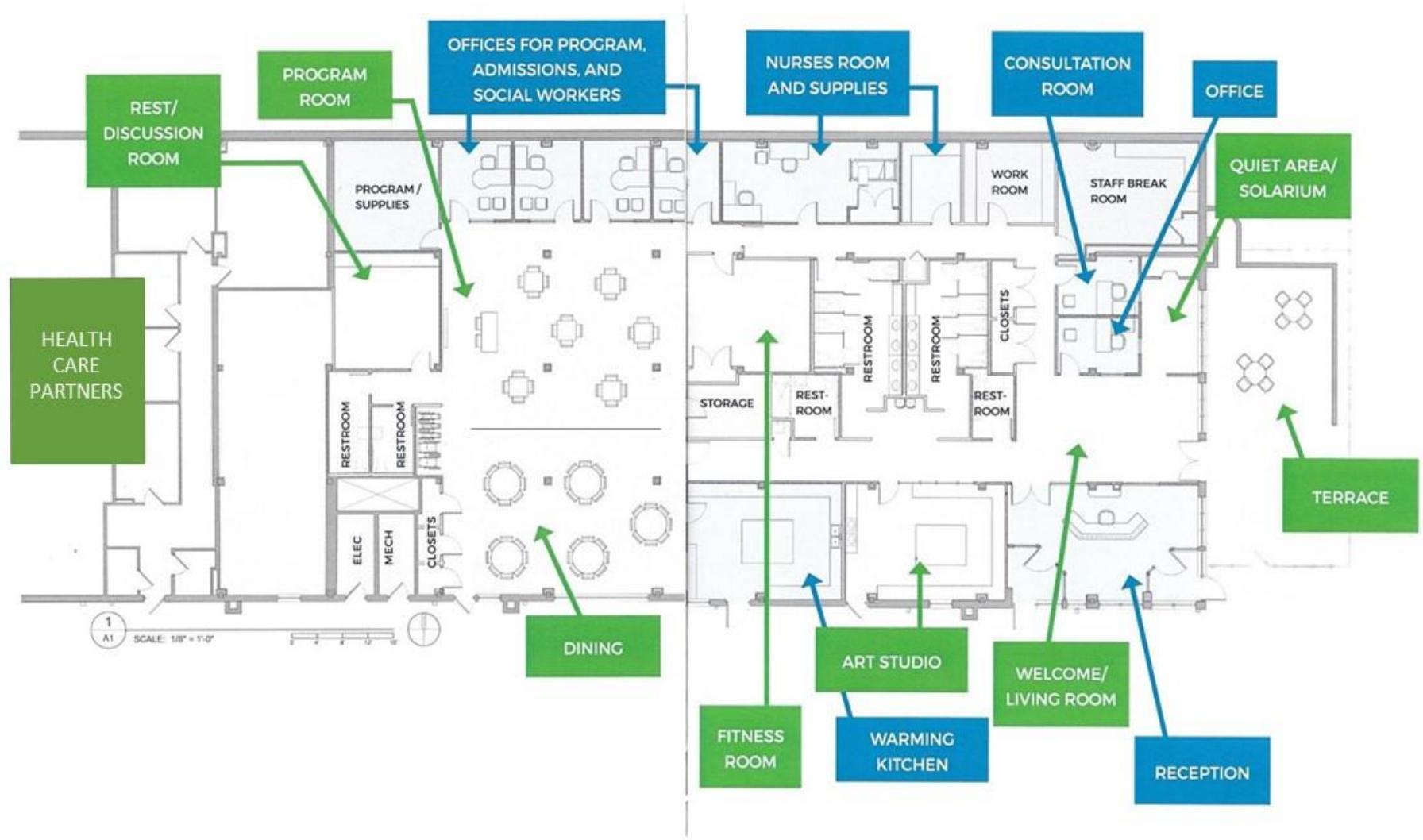
Preliminary Timeframes – Friends of Capitol Hill Adult Day Center



Proposal Appendix D

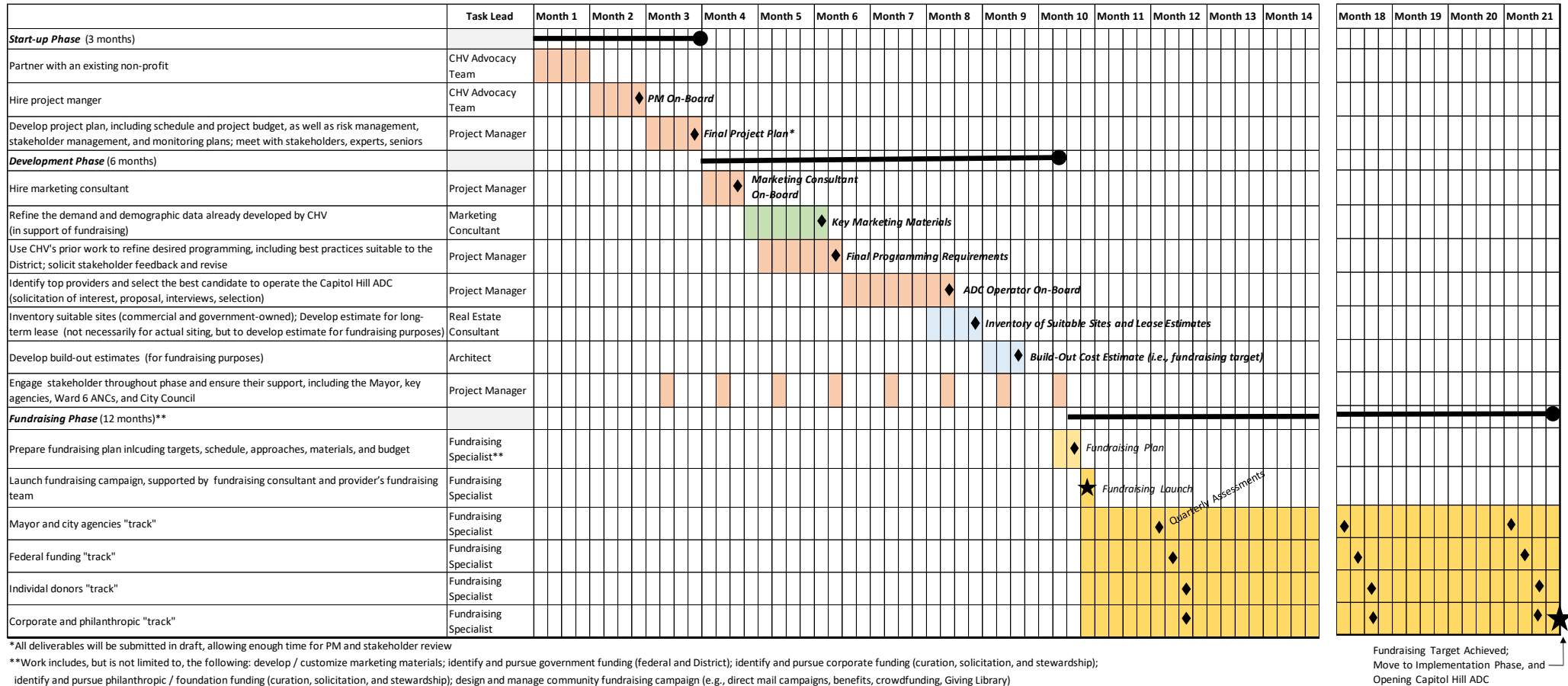
Sample Design – Capitol Hill Adult Day Center

(Based on Iona East. Used with permission. For illustration and discussion purposes only.)



Proposal Appendix E: Gantt Chart

"Friends of Capitol Hill Adult Day Center"



Proposal Appendix F: Cost Estimate

PUD ZC 20-06 Proposed Public Benefit "Friends of Capitol Hill Adult Day Center" Cost Estimate^{1,2}	
Project management ³	\$173,160
Marketing study	\$16,800
Real estate and architectural services	\$33,600
Fundraising specialist and support	\$78,800
Supplies and other support costs	\$20,000
Subtotal	\$322,360
Volunteer and pro bono support⁴	\$72,360
Total	\$250,000

1 Developed in consultation with experts familiar with project management, fundraising, senior care, and real estate development.

2 Please see Gantt chart for task-level work breakdown structure (WBS)

3 Part-time through completion of fundraising phase; PM will have adult day center experience; costs based on \$130/hr and an average of 2 days/week for 21 months (see Gantt)

4 Volunteer and pro bono labor will primarily support project management, real estate services, and fundraising efforts

ATTACHMENT 2

ANALYSIS OF PROFFERED BENEFITS

Capitol Hill Village Advocacy Team

Analysis of Proffered Benefits

Updated September 2, 2020

PUD at 1333 M Street, SE (ZC Case 20-06)

(1) A Significant “Ask” by the Developer

- There are significant downsides to this project. It sets a precedent by permitting the construction of a massive structure along the waterfront, and its size places new stresses on the environment and traffic in the community.
- On top of that, the developer is making a significant “ask.” Indeed, Felice’s entire project is an “ask” – they are asking for a map amendment not currently approved to build a residential complex in a zone that does not permit it.
- Felice is also asking for 40 feet more in height (from 90 feet to 130 feet). This height will make 1333 M Street one of the tallest buildings on the DC waterfront.
- Our very rough estimate of the net income to the developer for *just this portion of its* “ask” is **\$54,276,545**:
 - 41 units per floor in East Tower (*source*: Felice’s PUD submission, “Typical Floor” floorplan)
 - The additional 40 feet requested translates to 3 additional floors of residences
 - 41 units/floor * 3 floors = 123 more units
 - 123 units * \$441,273 net income/unit at 5% cap rate = **\$54,276,545** net income
(figure will go down if some of these units are designated as affordable housing)
- We hope the P&Z committee, the ANC, and the ZC will have independent valuation information before making a final determination on whether Felice’s proffer is commensurate with the value of what it is requesting.
- In the meantime, we will continue to argue that the developer is making a big “ask;” that the proposed “amenities and benefits” are insufficient; and that funding in support of an Adult Day Center (ADC) will go a small way toward balancing the scales.

(2) An Assessment of Benefits (see table attached)

- Subtitle 11X-300.1 of the Zoning regulations requires that PUDs include “a commendable *number* or *quality* of meaningful public benefits.”
- 11X DCMR 305.2 defines public benefits as “*superior* features...that benefit the surrounding neighborhood, or the public in general to a *significantly greater extent than would likely result from development of the site under the matter-of-right* provisions of this title.”
- We do not believe the 1333 M Street PUD currently meets the above two requirements.
- Affordable housing is an important public benefit, but each 1% increase above the required percentage provides about 5 additional units in Phase 1; so the current proffer equates to only about 20 additional units.
- Most of the other proffered benefits are necessary to attract residents (e.g., infrastructure and landscaping); to mitigate design impacts (e.g., environment proffer); or to support retail (e.g., the “retail promenade”). In other words, the benefits accrue more to the developer and tenants than the public.
- Many of the proffered items would be included in a “matter-of-right” design, and do not meet the definition of benefits per 11X DCMR 305.2.
- The current residents of Ward 6B are the *primary* beneficiaries of only two of the proffered benefits.

(3) A Modest Proposal

We believe the “Friends of Capitol Hill Adult Day Center” will result in an ADC that will directly benefit Ward 6 residents, particularly older residents, who are some of our most vulnerable and overlooked neighbors. Our current proposal was developed in direct response to the following concerns (raised by the PUD subcommittee with regard to our original proposal for an Adult Day Center at 1333 M SE):

- A \$1.9M “ask” is too big when compared to other PUDs; ANC’s just don’t ask for public benefits this large.

- There are many priorities that ANC 6B must balance. Including an ADC at \$1.9M (which is a significant “ask”) would make it harder to address other priorities such as increasing affordable housing and decreasing environmental impact (i.e., it was an “either-or” situation).

We listened, respected what we heard, and developed an alternative proposal. Our alternative proposal asks for \$250,000 to site, plan, fundraise, and help establish an Adult Day Center in an alternate location. It addresses all of the above concerns.

(4) \$250,000 is What’s Required to Succeed

Our proposal reflects what we need to succeed. It is the result of consultation with experts familiar with project management, senior care, fundraising, and real estate development. It is worth noting that our initial cost estimate was over \$300,000. We reduced it to \$250,000 by building in volunteer and pro bono time. It is in all the parties interests to include enough money to have an impact – i.e., to ensure the fundraising effort supported by this project raises enough money to open an ADC on Capitol Hill.

Our proposal also meets the requirements of Subtitle 11X DCMR 305.3. It’s scope is tangible, quantifiable, and measurable. It includes 12 “deliverables.” Funding can be incremental, based on achieving these and/or other milestones:

Key Milestones	
<ul style="list-style-type: none"> • PM Hired • Project Plan Approved • Marketing Consultant Hired • Key Marketing Materials Approved, • Final Programming Requirements Approved • ADC Operator Selected 	<ul style="list-style-type: none"> • Inventory of Suitable Sites Completed • Lease Estimates Developed • Build-Out Costs Estimated • Fundraising Plan Approved • Fundraising Campaign Launched • Fundraising Progress Assessed Quarterly

(5) Conclusion

Considering all of the above, we recommend the ANC make support for this PUD contingent on an increase in the number of “meaningful public benefits,” including funding for the ***Friends of Capitol Hill Adult Day Center***.

Capitol Hill Village Advocacy Team

Analysis of Proffered Benefits: Table Updated September 2, 2020 PUD at 1333 M Street, SE (ZC Case 20-06)

Notes:

- (1) The analysis below is an assessment of the proffered benefits from the perspective of Ward 6 residents. This perspective is an important one for the ANC to consider when securing PUD benefits.
- (2) Not all benefits are created equal. When assessing the value of a benefit we thought it was important to consider who will gain the most from it. To facilitate this analysis, we used four categories in the table below: (a) primary beneficiaries are Ward 6 residents, (b) primary beneficiaries are the general public, (c) primary beneficiaries are the public, but benefit is a “mitigating” one, and (4) primary beneficiaries are the developer, commercial tenants, and/or prospective residents.

	Comments
Primary beneficiaries: Ward 6 residents	
“Bike Trail” relocated to the north side of M Street and reconstructed to DDOT’s current standard width of 10 feet	<ul style="list-style-type: none"> • Modest infrastructure improvement • Puts trail very close to the CSX tracks, where large trains travel at considerable speed
Monetary contribution in the amount of \$25,000 for an event or programming for seniors in Ward 6 or for the cost of professional services related to securing a site for an adult daycare center in Ward 6	<ul style="list-style-type: none"> • Unclear what this figure is based on • CHV estimates \$250,000 is required to have an impact; see CHV proposal and supporting materials
Primary beneficiaries: general public	
4% of the residential gross floor area (89,068 square feet) set aside for affordable housing for households earning up to 60% of the median family income (“MFI”)	<ul style="list-style-type: none"> • Each 1% increase equates to about 5 additional units in Phase 1 • The proffer equates to about 20 additional units beyond what is already required • Benefit will likely accrue to singles or couples without children (note: this location is not particularly suited to families with children, seniors, or people with physical disabilities - given the location, 20 minute walk to public transportation, and limited parking) • Doesn’t meet ANC goal of more 50% AMI units
Mitigating benefits (necessary to minimize impacts of PUD)	
PUD designed to the equivalent of the LEED Gold standard; solar panels on top of the Building 1 West Tower; green roof elements, a community garden and/or other similar sustainable design features on top of the Building 1 West Tower	<ul style="list-style-type: none"> • Necessary to mitigate environmental impacts of PUD (if buildings weren’t there, this benefit would not be necessary) • Solar panels etc. are on West Tower, which is not part of Phase 1

Primary beneficiary: the developer, commercial tenants, and/or prospective residents (i.e., benefits that are designed to make PUD attractive to prospective tenants)	
22-foot right-of-way portion of M Street reconstructed; a small traffic circle constructed to facilitate better circulation near and around the PUD site	<ul style="list-style-type: none"> • Necessary for residents and commercial activity • If the buildings weren't there, these infrastructure improvements would not be a priority • This feature would need to be included in a "matter-of-right" design, so is not a benefit as defined by 11X DCMR 305.2
Virginia Avenue re-established to current DDOT standards, as well as bioretention "facilities"	<ul style="list-style-type: none"> • Necessary for commercial and probably safety reasons • If the buildings weren't there, these infrastructure improvements wouldn't be a priority • Road can also be viewed as a downside; some argued for walking/biking corridor instead • This feature would need to be included in a "matter-of-right" design, so is not a benefit as defined by 11X DCMR 305.2
"Arrival Plaza" with green lawn to serve as a pedestrian promenade and plaza	<ul style="list-style-type: none"> • Necessary feature to attract residents • This feature would need to be included in a "matter-of-right" design, so is not a benefit as defined by 11X DCMR 305.2
"Waterfront Plaza" at the terminus of Virginia Avenue including "monumental" staircase and accessible walkways; designed to accommodate outdoor dining, small gatherings, art fairs, farmers' market and other similar community activities	<ul style="list-style-type: none"> • Relatively small space • Feature designed to attract residents and retail tenants, who are also primary beneficiaries • Due to isolated location and site design, we expect this area will be used more by residents than the public
14 th Street Corridor Plaza to provide connectivity between the proposed Southeast Boulevard Pedestrian Bridge and the lower Retail Promenade and Water Street	<ul style="list-style-type: none"> • The pedestrian bridge is not part of the PUD, and it is uncertain if or when the city will build one • Due to isolated location and site design, we expect access to Water Street will primarily benefit residents (note: no improvements are proposed for Water Street) • Access to the river south of Water Street is currently limited by a mix of privately owned boat houses and unimproved patches of wild vegetation
"Lower Retail Promenade" with a great lawn and access to Water Street and the Anacostia Bike Trail	<ul style="list-style-type: none"> • Due to isolated location and site design, we expect the promenade/great lawn will be used more by residents than the public • Access to the river south of Water Street is currently limited by a mix of privately owned boat houses and unimproved patches of wild vegetation • Great lawn may be required for environmental mitigation • Given the shape of the property and density limitations, a feature like this would probably need to be included in a "matter-of-right" design, so may not be a benefit as defined by 11X DCMR 305.2

ATTACHMENT 3

FACT SHEET ON CAPITOL HILL VILLAGE

CAPITOL HILL VILLAGE FACT SHEET

Q: What is Capitol Hill Village?

A: We are a non-profit, volunteer-based organization that helps older adults on Capitol Hill remain healthy and engaged as they age in their community. We are one of the largest community organizations in Ward 6. Through the efforts of members, volunteers, and staff, we provide a variety of programs and support.

Q: How many people are served by Capitol Hill Village?

A: Capitol Hill Village (CHV) has over 500 active members. Our network also includes 150 volunteers and 140 caregivers. Through our advocacy work with the DC Council and local government agencies, we also support 11,000 seniors living in Ward 6, and 98,000 living across the city.

Q: What services do you provide?

A: Most of our services fall into three categories: Volunteer-Provided Services, Member-Led Programming, and Care Services. Each is described in more detail below, starting with Volunteer-Provided Services.

Q: What services do your volunteers provide?

A: CHV volunteers, many of whom are older adults, perform a variety of services. Examples include providing rides to appointments, grocery shopping, running errands, helping with minor maintenance around the house, and providing computer support. They also work in our offices, connecting volunteers and members who need them. Our volunteer corps is agile and able to respond to changing demands. During the covid-19 pandemic, we mobilized a phone tree to make daily check-in calls, sewed masks, and supported city-wide education campaigns.

Q: What are your primary member-led programs?

A: We currently have four major programs.

Health and Wellness Programs – Our Health and Wellness programs include walking groups, Tai Chi, meditation, QiGong, balance classes, biking groups, and yoga. We also run “Wellness Cafes” periodically throughout the year. These are hands-on lunchtime learning programs covering a range of topics from laughing yoga, to foot health, to eating well during the holidays.

Education Programs - Every month CHV hosts Village Voices, an evening series featuring presentations and discussions led by distinguished members of the community. Through our Techknowledge program, CHV also offers about 15 technology classes a year, as well as one-on-one assistance when needed. Finally, about 6-times a year, CHV hosts symposia featuring guest speakers exploring a range of topics pertinent to older adults.

Social and Recreational Programs - CHV hosts over forty social/recreational programs a month, many through recurring “affinity groups.” For members who seek exercise (beyond the Health and Wellness programs described above), we have several walking groups, a biking group, and a pétanque club. For the culturally inclined, we have groups for opera lovers, book readers, poets, history buffs, movie buffs, and museum lovers. There is also a travel group that enjoys both local and overnight trips. And there are regular social functions, including holiday parties, “WYZE Guys” luncheons for our male members, and potluck dinners.

Advocacy Program – Our Advocacy Corps advocates for older adults through research, education, and advocacy campaigns, as well as through collaboration with providers, policymakers, academic institutions and other key stakeholders. Current priorities include home-based care, adult day services, senior housing, and senior-friendly transportation.

Q: What is Care Services?

A: CHV Care Services offers a comprehensive set of services for seniors. More specifically, staff provide case management services to help members traverse complicated terrain - for example, preparing advanced directives, choosing a hospital for elective surgery, transitioning out of hospital, accessing public benefits, managing health insurance, or ensuring homes are safe and senior-friendly. Care Services is particularly important for members who are experiencing chronic health problems, like dementia or Parkinson's Disease. As part of Care Services, CHV supports both our members and their caregivers.

CHV has a network of trusted service providers, and also provides support through a variety of referrals and partnerships—for example, home care referrals, legal referrals, or referrals for mental health services. Care Services also makes referrals to CHV's own volunteer network. Some of the other programs offered by Care Services include:

- **Peer Health Educators** – Part time staff working one-on-one with members, helping them (1) meet important health objectives and (2) try different forms of transportation to access medical services
- **Village Connections** – Volunteers establishing personal relationships with older adults who are isolated or living alone, often with cognitive impairments
- **Family Caregiver Meetup** – Peer-led group supporting caregivers
- **CHV and Iona Support Group for Caregivers of Individuals with Dementia** – Counselor-led group supporting those caring for someone with dementia or memory loss
- **Parkinson's Support Group** – Peer-led group supporting people with Parkinson's and their caregivers
- **Getting Your Papers in Order (GYPIO)** – On-going program helping seniors with estate planning, advance directives, and downsizing
- **Caring for the Frail** – Monthly session for Villages around the country on working with individuals who are frail or dealing with chronic illness

Q: Who is eligible for Care Services?

A: Care Services are available to members who have been a part of CHV for 90 days or more.

Q: How often do members use Care Services?

A: Some members access Care Services for assistance with short term concerns, while others need help over an extended period of time.

Q: Who is on the Care Services team?

A: Our Care Services team is comprised of social workers, administrative staff, social work interns, and volunteers.

Q: How is CHV staffed and funded?

A: CHV has eight full-time employees (an executive director, two social workers, a care services and programs specialist, volunteer and programs coordinator, transportation outreach manager, membership champion, and office manager). Our annual budget is approximately \$1 million, which is supported by dues, grants, and donations.

Q: How do I volunteer with CHV?

A: Download a volunteer application from our website and email it to info@capitolhillvillage.org

Q: How do I become a member of CHV?

A: A significant part of CHV's budget is covered by membership dues, collected annually. Subsidies are available based on household income. To learn more about CHV membership, please call us at 202-543-1778 and ask to speak with our Membership Champion.

ATTACHMENT 4

QUESTIONS FROM ANC

Capitol Hill Village Advocacy Team

Friends of Capitol Hill Adult Day Center Questions from ANC

Updated September 2, 2020

PUD at 1333 M Street, SE (ZC Case 20-06)

Question 1: What deliverables or benchmarks do you envision for the project? Can funding be tied to these deliverables or benchmarks in a way to enhance transparency and accountability?

We envision twelve deliverables for the Adult Day Center (ADC) project. Our Gantt chart shows these within the context of the work breakdown structure (WBS) and schedule:

Key Milestones	
<ul style="list-style-type: none">• PM Hired• Project Plan Approved• Marketing Consultant Hired• Key Marketing Materials Approved,• Final Programming Requirements Approved• ADC Operator Selected	<ul style="list-style-type: none">• Inventory of Suitable Sites Completed• Lease Estimates Developed• Build-Out Costs Estimated• Fundraising Plan Approved• Fundraising Campaign Launched• Fundraising Progress Assessed Quarterly

Of course the most important milestone is reaching our fundraising target and opening an Adult Day Center serving seniors and their families in Ward 6.

Funds can be released incrementally as milestones are achieved or as each phase is completed. We believe this proposal meets the requirements of Subtitle 11X-305.3; its scope is tangible, quantifiable, and measurable.

Question 2: What is the scope of the project management work? We understand that the objective of establishing an ADC will not be achieved if it relies only on lay volunteers: expertise and constancy are required. The project management role is key. Please elaborate on the corresponding tasks and qualifications.

\$173K covers 1,332 hours at \$130/hour. This equates to about 7 months of full-time work, but we anticipate an average of 2 days/week over the 21 month period of performance. The bulk of this time (6-12 months) will be during the fundraising phase.

At a minimum, the project manager will need to have project management, fundraising, and adult day center experience. \$130/hour is at the low-end of the scale for consultants at this level (note: Consultant must cover own health insurance, overhead, retirement, and other benefits).

The project management scope of work includes the following:

- Develop project plan, including schedule and project budget, as well as risk management, stakeholder management, and monitoring plans (80 hours)
- Work with consultant to refine the demand and demographic data already developed by CHV (in support of fundraising); Help prepare marketing materials (40 hours)
- Work with consultant to inventory suitable sites for ADC (commercial and government-owned); Develop estimate for long-term lease and build-out for fundraising purposes (20 hours)
- Determine desired programming; identify best practices suitable to the District (120 hours)
- Identify top providers and select the best candidate to operate the Capitol Hill ADC (120 hours)

- Work with fundraising specialist to prepare fundraising plan including targets, schedule, approaches, materials, budget (40 hours)
- Engage stakeholders throughout and ensure their support, including the Mayor and City Council (2 days per month over 21 months; 336 hours)
- Work with fundraising specialist and provider to fundraise (1.5 days per week for 12 months; 576 hours)
 - secure funds from city
 - secure federal grants
 - secure funding from individual donors
 - secure funding from corporate and philanthropic organizations

Question 3: The Hine/700 Penn support for Eastern Market Metro Plaza Park demonstrates that monetary benefits can be part of a successful PUD agreement. Who will maintain the funds in this case?

We envision the funds being held in a dedicated account maintained by the Capitol Hill Village, the Greater Washington Community Foundation, or another organization acceptable to CHV, the ANC and the Zoning Commission.

Outlays can be incremental based on the milestones described in the proposal (and above). Accountability mechanisms will also include quarterly programmatic and financial reporting, independent auditing, and oversight by the CHV's Board.

Question 4: Will the Adult Day Center support low-income seniors?

Medicaid will cover the costs of approximately one-third of the ADC's clients. The revenue stream from Medicaid is a key part of the business model for adult day centers. The ADC will serve low-income clients because they are an important part of our community, but also because it is important to the financial health of the center.

A similar number of seniors will be middle-income seniors, individuals with incomes between 30% and 100% of Median Family Income. These individuals will not qualify for Medicaid, and will often need a subsidy from donors, the Veterans Administration, or the DC Department of Aging and Community Living. The remaining third will be seniors who cover the entire cost on their own, or with the help of long-term care insurance.

Question 5: What happens to the funds if the "Friends" project does not proceed, or if it is not meeting its milestone?

As noted above, the contribution will be held in a dedicated account (e.g., an escrow account) maintained by the Capitol Hill Village, the Greater Washington Community Foundation, or another organization acceptable to CHV, the ANC and the Zoning Commission.

Funds can be released incrementally as milestones are achieved. If for some unexpected reason the "Friends" project does not proceed, or if it is not meeting these milestones, the unspent funds will be transferred to either a non-profit supporting seniors or a non-profit promoting affordable housing. This requirement can be included as a binding provision of the documentation establishing the dedicated fund.