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Subject: Residents Alternative

June 21, 2021

In accordance with *The California Environmental Quality Act (CEQA) (Title 14, California Code of Regulations), Chapter 3, Guidelines for Implementation of the CEQA, Article 9, Contents of Environmental Impact Reports, Section 15126.6, Consideration and Discussion of Alternatives to the Proposed Project*, the undersigned individuals, all current residents of the Saratoga Retirement Community, do hereby submit the attached “Residents’ Alternative Plan for the Saratoga Retirement Community” to the City of Saratoga for consideration and inclusion as an alternative in the Environmental Impact Report proceedings for the expansion of the Saratoga Retirement Community project submitted by Pacific Retirement Services (PRS).

We believe this alternative plan is a more acceptable alternative for the expansion of the Saratoga Retirement Community (SRC). It provides less construction impact on the current senior residents of SRC, significantly reduces the environmental impact on the historic rural campus of the Odd Fellows, provides an up to date, competitive right sized Skilled Nursing Facility, and provides the same number of additional Independent Living units (52) as the PRS plan to assure SRC’s future sustainability.

We would welcome the opportunity to discuss this alternative plan further with you and others at your earliest convenience.

Attachments:

Residents’ Alternative Plan for Saratoga Retirement Community
Narrative and Exhibits A thru O (20 pages)

Respectfully,

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cc: James Lindsay , City Manager
John Cherbone , Director, Public Works
Yan Zhao, Mayor, Saratoga

Residents' Alternative Plan for Saratoga Retirement Community

Pacific Retirement Services (PRS) has submitted a plan to the City of Saratoga for expansion of the Saratoga Retirement Community (SRC) facility which results in an additional 52 apartment units, an Auditorium building and an extension to the Fitness Center. In this plan PRS requires 5 buildings and 4 underground garages taking up all currently open areas of the SRC campus including infringing on the iconic **Historical Odd Fellows (IOOF) Manor** building and the elimination of the **IOOF Historical Park** and all of the residents' outdoor recreation facilities. See Exhibit B.

The plan is based on PRS's perception of the need to upgrade the SRC facility and address their requirement for more revenue to counter a potential reduction in healthcare reimbursements by the government in the future. However, the plan creates a significant negative impact on the quality of life of the current and future residents.

To address this issue a number of the current residents formed a group aimed at providing an acceptable alternative building plan which would substantially reduce the impact to the quality of life of residents and lessen the environmental impact on the campus while accomplishing equivalent goals for SRC sustainability in the future. See Exhibit C.

The Residents' Alternative directly addresses the outstanding issue at SRC, the outdated and oversized Skilled Nursing Facility (SNF) of 94 beds in rooms without showers which is currently being operated primarily for non SRC residents.

While currently producing significant revenues, the SNF is an inefficient use of staffing resources to satisfy the reduced number of patients in the overly large building and creates potential competitive disadvantages. PRS also recognizes this problem and, while it's not included in their Project submittal to the City, they plan to reduce the SNF to about 52 single bed suites with ensuite bathroom and shower by doing the necessary construction on 52 rooms over several years. While this will accomplish the necessary reduction of beds it will significantly impact the patients living in the SNF while the piecemeal construction is performed. The Residents' Alternative avoids this problem.

The Residents' Alternative approach starts with converting one of the PRS planned buildings (Building C) to a state of the art two (2) story Skilled Nursing Facility (SNF) of about 40 single bed rooms with en-suite bathrooms and showers and is the appropriate size for the SRC facility. The new SNF (Building C') will also include offices, therapy facilities, a kitchen and dining room for the patients. Additionally, this location is much more efficient to evacuate the SNF patients in an emergency as it is directly opposite the proposed new emergency access from Chester Ave.

We recognize that this facility would need to be constructed under OSHPD regulations with its stringent requirements. However, according to some independent contractors who have built skilled nursing facilities in California in recent years, modern construction practices and OSHPD programs promoting construction efficiencies make this a practical approach, allowing design (10 months) and permitting (8 months) to be completed in 18 months. Construction of the

garage and building follows with completion in about 30 months. SRC's Skilled Nursing Facility would therefore become a modern, appropriately sized facility, which is technically up to date and acceptable for future SRC competitiveness and sustainability.

Once the new Skilled Nursing Facility is completed the patients in the old SNF would be relocated over a 1 month period to the new facility. The old SNF would then be razed and the site prepared over the next 2 to 3 months for rebuilding, at which time construction would begin on the new Independent Living (IL) Building using the same footprint as the old SNF.

Construction would start by building an underground parking garage with approximately 90 spaces with entry and egress on McLaren Lane. This would take about 12 months. Above the the garage, a two (2) story Apartment Building (Building D) of 79,780 square feet would be constructed containing 52 IL units. As part of Building D, a 3000 square foot, Auditorium would be built facing the intersection of McLaren Lane and Colfax Lane. The total construction of these new facilities would take about 18 months, for a total construction of about 30 months.

The extension to the Fitness Center would be constructed in parallel with the construction of Building D. It would be consistent with the facility plan shown in the PRS project submittal to the City of Saratoga.

The PRS plan includes a new emergency entrance from Chester Road. We also include this in our plan.

The final step in this Residents' Alternative would be similar to the PRS plan, to construct an additional dining facility inside the Manor Building to accommodate the additional IL Residents. This would take place in parallel with the construction of Building D.

We attach a set of Exhibits (A thru O) illustrating our Residents' Alternative

In summary, the Residents' Alternative provides a better alternative to the PRS plan. Use of the Residents' Alternative accomplishes the same growth in Independent Living units as the PRS Plan, but also includes an up to date, right sized Skilled Nursing Facility. It substantially reduces the impact of construction on the current SRC residents, lessens the environmental impact on the historical Odd Fellows rural campus, does not eliminate the Historic Park with its features and accomplishes superior results for SRC future sustainability.

Exhibits for Residents' Alternative Plan

Exhibit	Item
A	Regional Location
B	PRS Proposal Site Plan, showing proposed buildings of particular concern
C	Residents' Alternative Project Location and Site Plan, showing Building C' as a Skilled Nursing Facility and a new Building D
D	Summary Chart of Residents' Alternative plan
E	Parking Tabulation of SRC campus including modified PRS Building C' and new Building D
F	Building C' Elevation view (new Skilled Nursing Facility)
G	Building D Style, Similar to Existing Building 5000 (aka Apt. 2)
H	Building D height relative to Existing Building 4000 (aka Apt 1)
I	Building D height relative to Assisted Living (aka Villa)
J	Neighbors' View of Building D from the South: Via De Marcos
K	Fitness Center Extension, External Views (same as PRS proposal)
L	Front Views of the Historic Manor
M	Odd Fellows Home Historical Park
N	Preserved Trees
O	Comparison of PRS Plan and Residents's Alternative Plan

Regional Location: Saratoga Retirement Community

Exhibit A

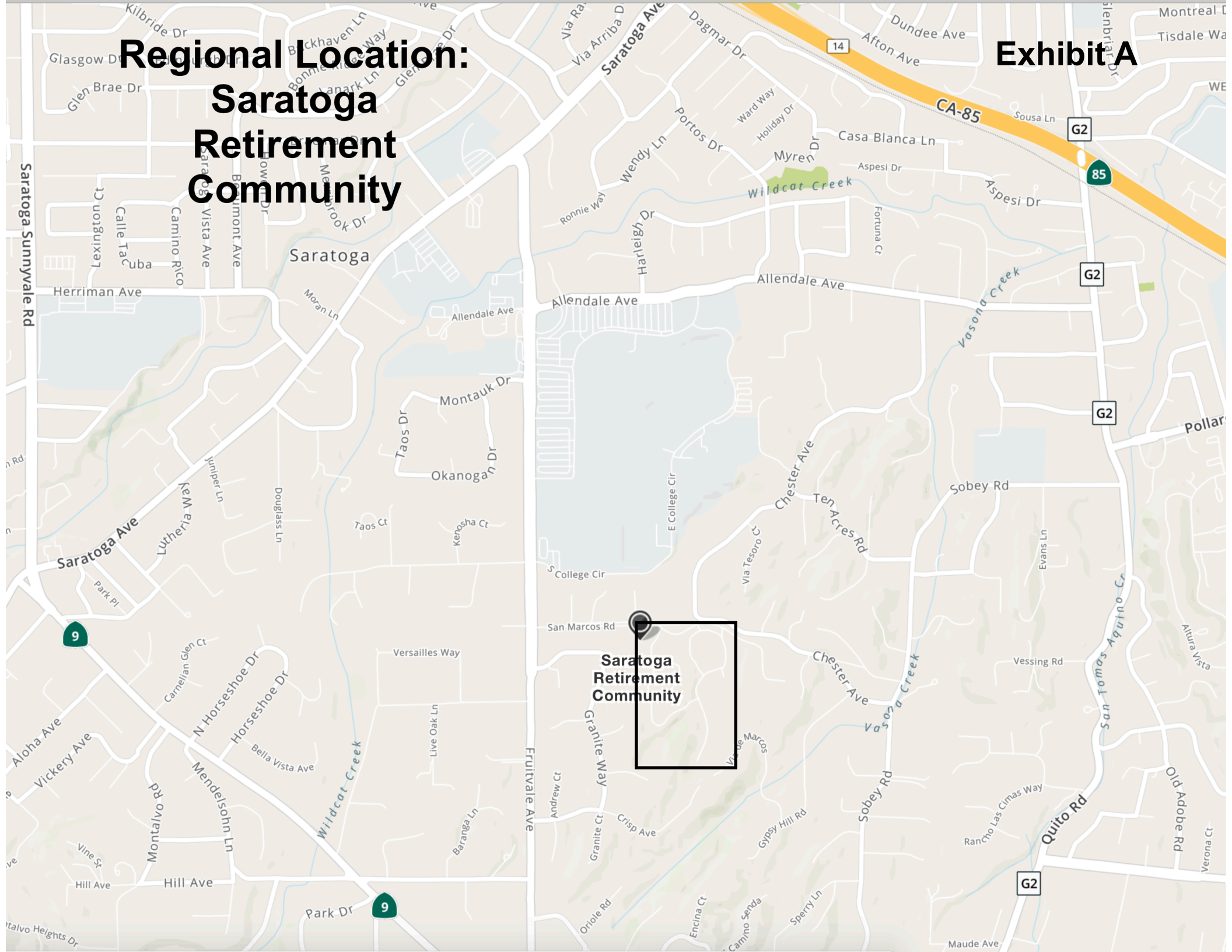


Exhibit B: PRS Proposal Site Plan and Buildings of Particular Concern

-  shows proposed buildings that we feel destroy the heart of the campus
-  shows a proposed building that impacts nearby trees and is too large

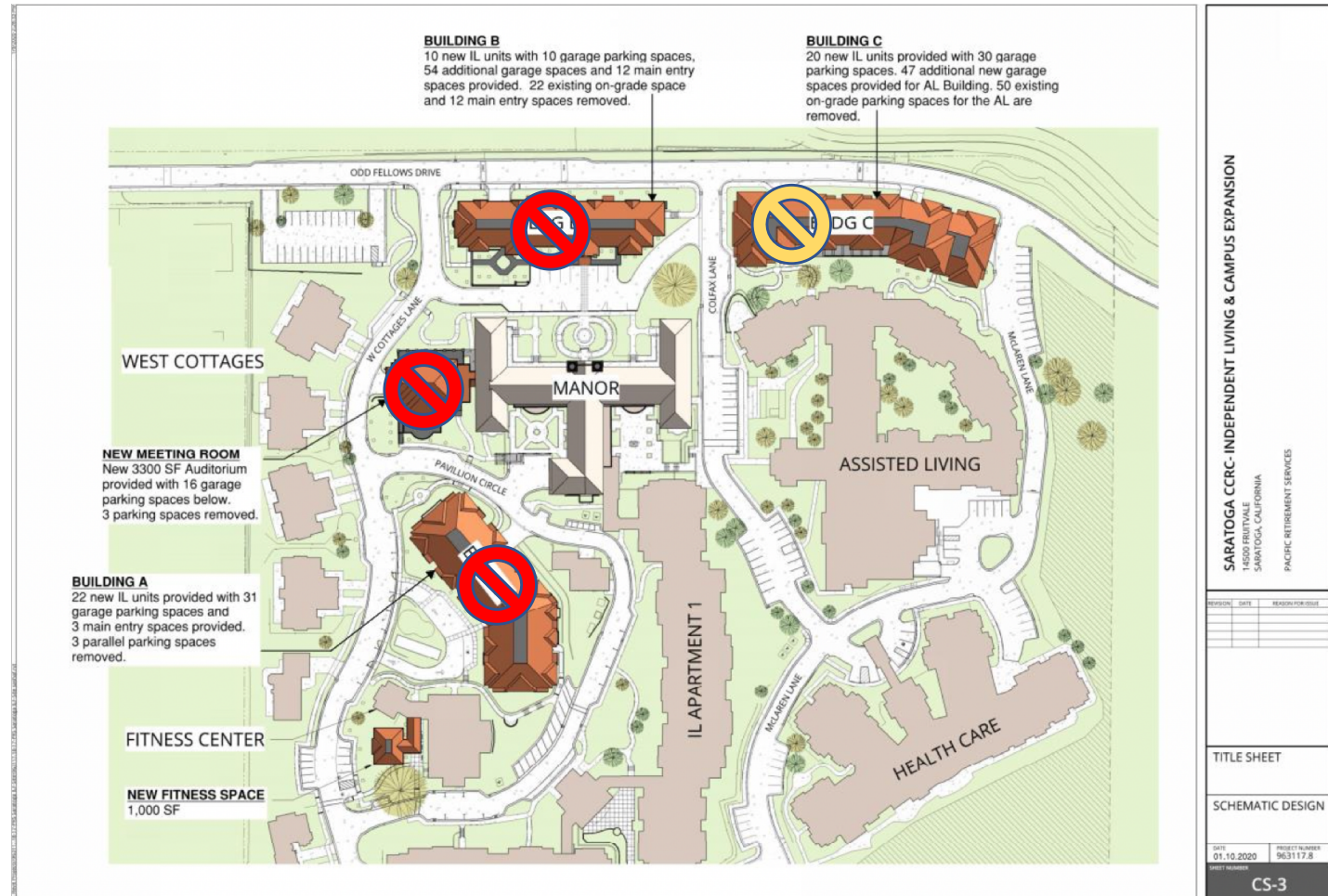


Exhibit C: Residents' Alternative Plan – Project Location and Site Plan

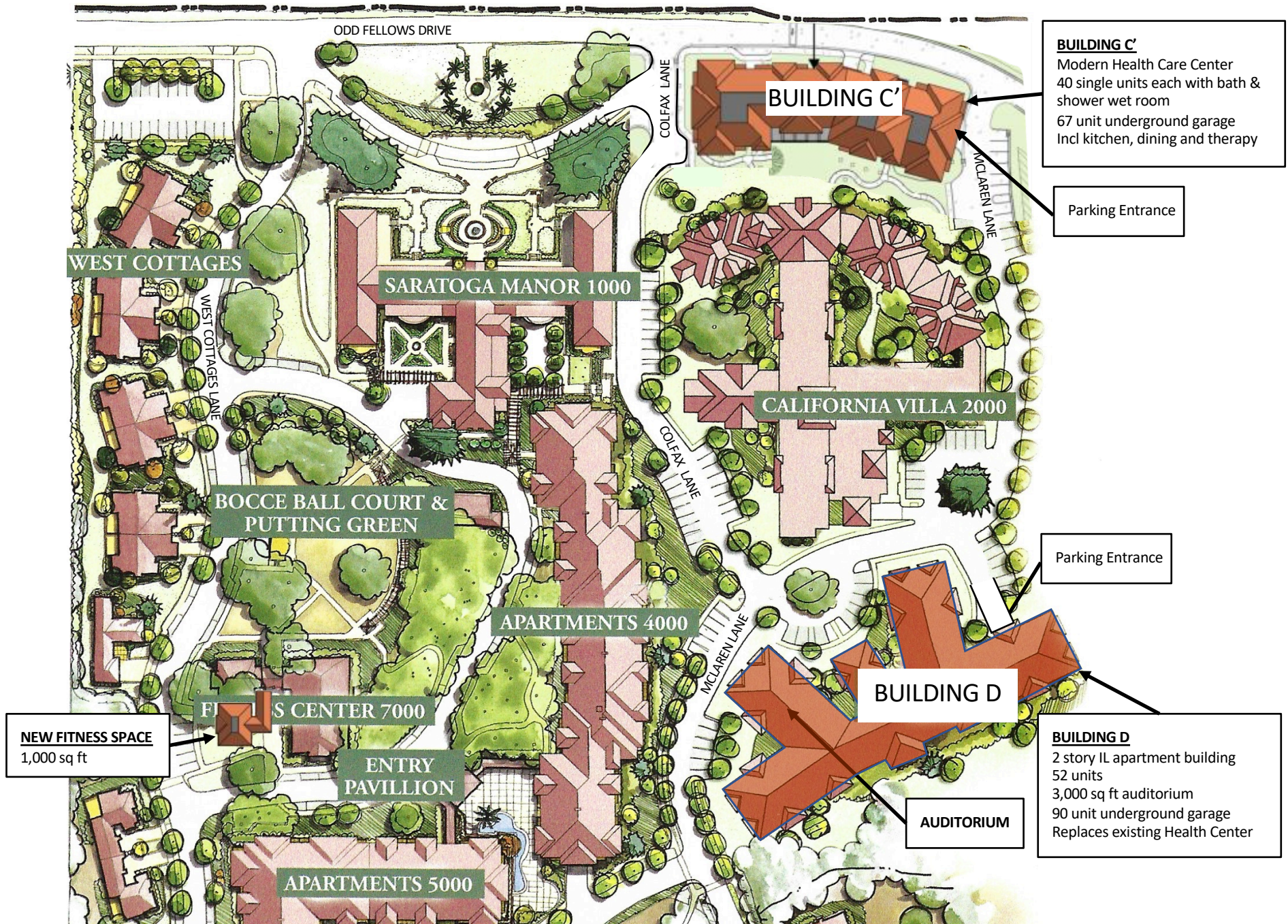


Exhibit D: Summary of Residents' Alternative plan

Alternative plan: Create Building C' and D: This alternative plan will create a reduced capacity but modernized state of the art Skilled Nursing Facility and will increase housing for Independent Living residents. The plan preserves SRC open green space and attractiveness.

Actions	Purpose	Expected length of action	# of units	Square footage	Building height	Comments
Design & Approve Skilled Nursing Facility (SNF) in Building C' and residents/auditorium in Building D	Obtain approvals from City and OSHPD for New SNF	10 months design 8 months permits				Save time/cost by using OSHPD's pre-approved design modules
Develop Building C' as a new Skilled Nursing Facility (SNF)	Provide a right-sized and modernized SNF & rehab. facility					Building C', a new SNF, substitutes for the PRS plan for Building C containing residential apartments
Design and permit 67 parking space underground garage + storage and utilities	Provide needed parking space	12 months	67	33000	10'	2-level basement garage similar to PRS Building C, but reduced to 33000 sq ft from 36342 sq ft
Design & permit Building C' with 40 private patient rooms with bath/shower wet room, + dining room, kitchen, offices, conference room and therapy + 10 surface parking	Provide SRC with a right-sized, modernized SNF and rehab. facility	18 months	40	29271	28' from ground to top floor	2-levels of private patient rooms plus shared facility rooms; exterior similar in appearance to PRS Building C, but shorter in total length and reduced from 31271 sq ft to 29271 sq ft.
Construction phase: Building C' becomes new SNF		30 months construction				
Total time to plan, design and construct Building C' ready for occupation		48 months				
Develop Building D for new apartments and auditorium	Provide 52 new Independent Living apartments & auditorium					This would help satisfy the City of Saratoga RHNA allocation and increase revenue for PRS
Move patients from old Health Care Center [SNF] to new SNF in Bldg. C'	Vacate the old Health Care Center [SNF]	1 month				
Demolish old Health Care Center [SNF]	Make room for the new Independent Living apartments	2 months				Preserve outline of original building's foundation to demarcate footprint of replacement structure
Design and permit 90 space underground parking garage + storage and utilities	Provide needed parking for new residents, visitors and staff	12 months	90	33000	10'	1-level underground garage
Design and permit 2-story structure with 52 apartment units; some units in basement	Add 52 new Independent Living units to SRC campus	18 months	52	79780	28' from ground level to top floor	2-story apartment building with some basement units similar in style to existing Apartment 2 on campus. Building D will be lower height than the current Apartment 1 to the west, and lower than Assisted-Living to the North
Design and permit Auditorium (included in Building D)	Provide for larger meeting room					Auditorium to accommodate growth in SRC population. Located centrally on the campus
Design and construct Build D & Auditorium		30 months				
Total time to plan, design and construct Building D ready for occupation		30 months				Design included in initial plan
Expand Fitness Center	Accommodate population growth	30 months concurrent with Bldg. D		1000	15'	New 1-story fitness class studio connected to existing Fitness Center
Modify Manor to include additional dining area	Needed to accommodate increase in residential population	concurrent with Bldg. D				Internal modification, no permit needed
Design, permit and construct new emergency access	Allow access by Fire Department appliances	12 months concurrent with other development				From Chester Road to Odd Fellows Lane
Finish Building D for new Independent Living units, new auditorium, expanded fitness center, modify manor for extra dining area		30 months construction				Total construction time of 30 months, following demolition of original Health Care Center [SNF]

Exhibit E Parking Tabulation for Residents' Alternative Plan

Parking Tabulation	units	SRC existing parking	existing removed	Alternative Plan proposed parking	net change in parking space	comments
Manor Building	14	0		0	0	
Apartment Building Independent Living 1 (4000)	44	75		75	0	
Apartment Building Independent Living 2 (5000)	46	29		29	0	
Cottage Type 1	26	52 (26 Garage, 26 Visitor)		52 (26 Garage, 26 Visitor)	0	
Cottage Type 2	12	24 (12 Garage, 12 Visitor)		24 (12 Garage, 12 Visitor)	0	
Cottage Type 3	1	2 (1 Garage, 1 Visitor)		2 (1 Garage, 1 Visitor)	0	
Apartment building D including auditorium	52	20 (Surface Parking, including 4 handicap parking)		90 + 20 surface parking (80 garages for residents, 10 garage for meeting)	90	at current Skilled Nursing Facility building
Skilled Nursing Facility (Building C', similar to PRS proposed Building C)	40 private room	0		77 47 structured parking for AL and 20 for SNF garage parking +10 surface parking	77	locate in front of current Assisted Living and Memory Care
Assisted Living and Memory Care		79 (Surface Parking)	50 (Surface Parking)	29 (29 surface parking, additional 47 structural spaces in Building C above)	-50	
Fitness Center		0		0		
On-Site visitor Parking		122 (Surface Parking)	0	122 (Surface Parking)	0	
On-Street Parking adjacent to West Cottages		9 (Surface Parking)	0	9 (Surface Parking)	0	
On-Street Parking adjacent to South Cottages		23 (Surface Parking)		23 (Surface Parking)	0	
Northwest Parking Lot		25 (Surface Parking)		25 (Surface Parking)	0	
TOTAL PARKING		460	50 (removed)	577	117	added 117 parking space for 52 IL units and 40 SNF single room
	No other on-site street parking is changed. Building C' is in front of AL and Building D is the current SNF location. Net gain 117 parking spaces for 52 IL units in Building D and auditorium, and 40 SNF units in Building C'.					

Exhibit F: Building C', New Skilled Nursing Facility

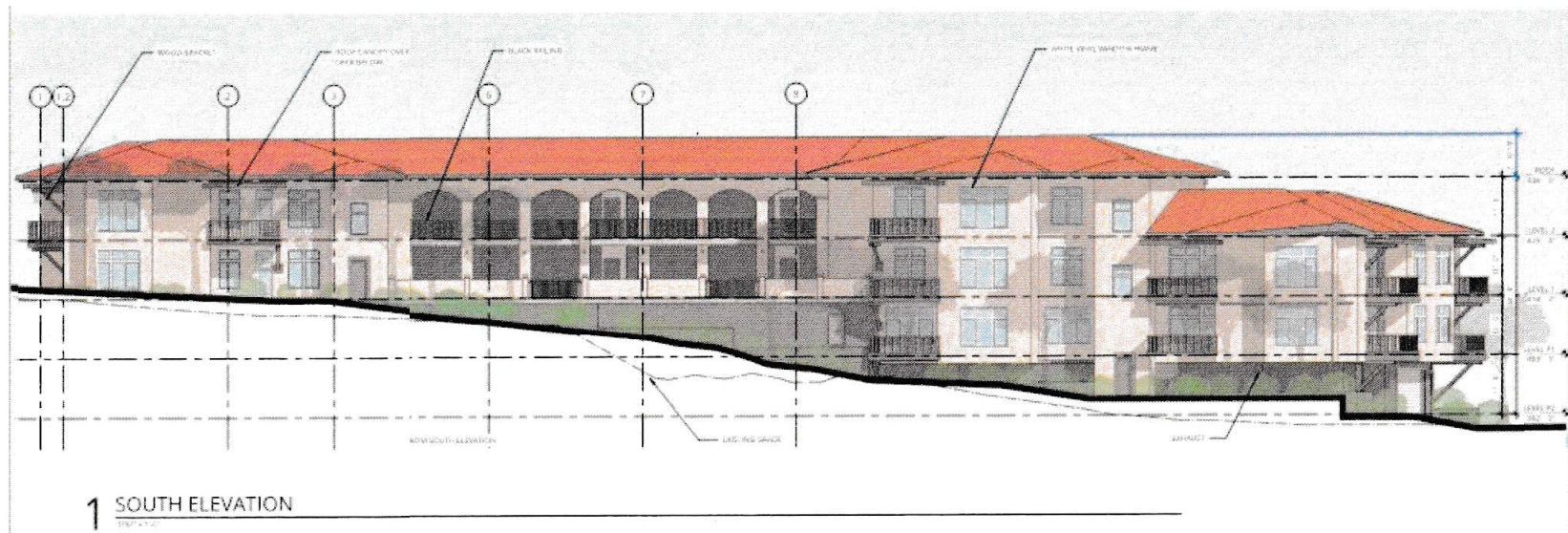


Exhibit G: Building D Style



Building D has the same style as the existing B5000 (Apt.2):
2-story with basement and underground parking

Exhibit H: Building D height relative to existing Building 4000



East view towards Skilled Nursing Facility, site of proposed 2-story Building D (same footprint). Building 4000 (Apt. 1) is on the left in the foreground. Note the roof top of the 2-story high building D is lower than the 4000 Building.

Exhibit I: Building D height relative to existing Assisted Living Building (aka Villa)



North East view towards Skilled Nursing Facility on the right, site of proposed 2-story Building D (same footprint). Assisted Living Building (aka Villa) is on the left. Note the top of the roof of the 2-story high building D at about the same height as the second level of the Assisted Living Building apartments.

Exhibit J: Neighbors' View of Building D from the South: Via de Marcos

North view from via de Marcos . The tall white building is Assistant Living (Villa), current HCC (future Building D) is between the trees and the Assistant Living

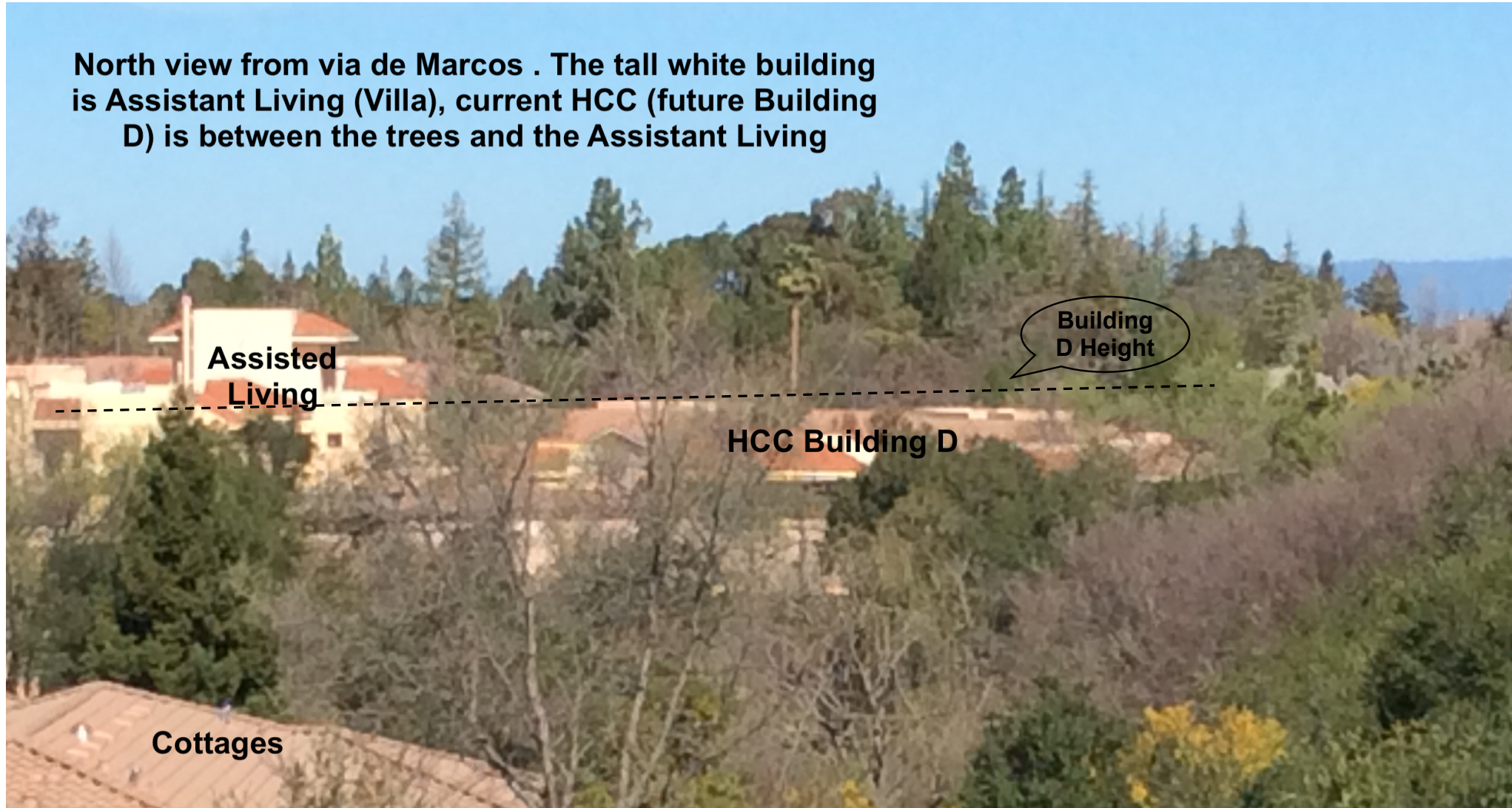


Exhibit K: Fitness Center Extension, External Views (same as PRS proposal)



Exhibit L: Front Views of the Historic Manor



View from Manor Circle.

This view is preserved in the Residents' Alternate proposal



View from Odd Fellows lane.

This view is preserved in the Residents' Alternate proposal.

Also preserved are the trees in front of the Manor shown in this photograph, plus many trees outside the view of this photograph (see exhibit N).

Exhibit M: Odd Fellows Home Historical Park



The Odd Fellows Home Historical Park is **preserved** in the Residents' Alternate proposal. This important and attractive park occupies a central position on the campus. It includes a bocce ball court, a putting green, a horseshoe court, open spaces for fitness classes, a picnic area with tables, a round sitting area and general areas for residents relaxation. There are a number of trees in and around the park providing shade and adding to the overall ambiance.

Exhibit N: Preserved trees



The campus is graced by a wide variety of trees, new and old. The Residents' Alternative Proposal avoids sacrificing the trees shown in these photographs, amongst others.

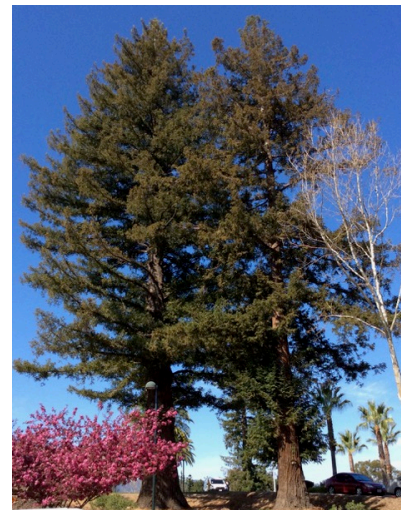
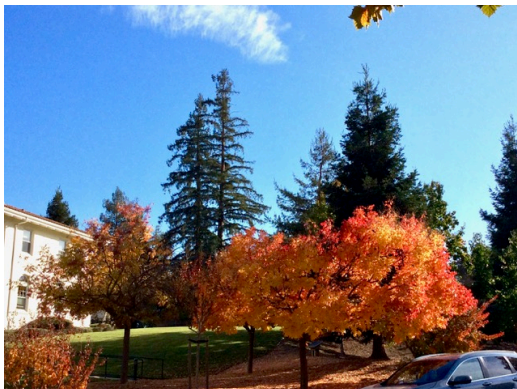


Exhibit O: Comparison of PRS Expansion Plan and Residents' Alternative Plan

Projects Items	PRS Expansion Plan	Residents' Alternative plan
Adding IL apartments	Build 52 IL units by building 3 new buildings, 3 underground garages and Auditorium with underground garage + fitness room	Build 52 IL units, including a new auditorium and one underground garage + fitness room
Skilled Nursing Facility (SNF)	Renovates and reduces from 94 beds to 50 private rooms with showers.	Build one modern state of the art SNF facility with dining room, kitchen and therapy room at an easily accessible location
Permanent Impact on SRC campus		
Green space impact	Occupying all the remaining green space on campus, such as the IOOF Historical Park, the West lawn by the Manor and the front greenery of Manor	No impact
Esthetic impact	Obscure the iconic Historical Odd Fellow Manor listed on the Saratoga City Heritage Resource Inventory	No impact
	Historical park & resident recreation facilities eliminated by a large building; no more open view from the current apartment and cottages	No impact
Trees	60 "protected trees" will be removed permanently	No impact
Traffic congestion	Pavilion Circle loop and West Cottages Lane will have to accommodate traffic from the added cars and cars from added parking garages	Congestion minimized because the buildings are both on the periphery of the campus and have minimum traffic impact on the central campus.
Emergency exit	More difficult to evacuate AL and SNF residents because of 30 to 40 % more IL residents	Because the location of the new SNF is along the main Odd Fellow lane, it is more accessible to evacuate the SNF residents, even though still added 30 to 40 % more IL residents
Parking	Gained 113 spaces for 52 IL units and 50 SNF private rooms	Gained 117 spaces for 52 IL units and 40 SNF private rooms
Impact on Current SRC Residents		
Truckloads of dirt	Extensive excavation necessary for all four underground garages means huge amount of dirt to be hauled away.	Only 60% or less amount of dirt to be hauled away as there is only one building at an already low elevation for the 52 IL units. The new SNF is comparable with Building C but smaller.
Construction length	PRS building B and C, total 30 IL units simultaneously take 30 months. Building A done later has 22 IL units for another 30 months.	Alternative plan Building D total 52 IL units takes 30 months
	PRS renovating 50 rooms over several years disrupts patients for same unknown period. SNF still uses old technology.	Including design, permitting and building new state of the art SNF may take 48 months total
Construction impacted areas	The entire campus will endure construction vehicles, noise, dust, traffic, parking etc.	Mostly in front of Odd Fellows lane, and current HCC location. Building sites easily screened off from rest of campus.
Cost comparison	Construction cost for PRS' 4 buildings (3 IL, 1 Auditorium), 4 underground garages plus SNF renovations is very similar to Alternative plan's 2 buildings: IL building including auditorium, and one new SNF, which uses OSHPD pre-approved modules to cut cost and permit time	