

How to Develop a New Assisted Living Community



Herb Heflich
Chief Executive Officer
Chelsea Senior Living, LLC

OVERVIEW

- Feasible
- Location
- Create a Plan
- Obtain Approvals and Financing
- Build Residence
- Open

FEASIBLE

- a. Informal-- competitors within radius of your location; % of occupancy; rates; uniqueness
- b. Formal-- have a company to do feasibility study, \$25,000-\$30,000
- c. Open a “mock” office to gauge market
- d. Talk to referral sources
- e. New construction planned – check CN

LOCATION

- a. Location
- b. Drive-by visibility
- c. Issues re: land, buildable for 70-80 units, 4.5 acres depending on height of building (2-3 stories)
- d. Available utilities
- e. Free of environmental issues– habitat, prior use (gas station)
- f. Layout a footprint; determine approvals needed (almost always some variance needed)
- g. If it seems to work, tie up the property; option to purchase.

CREATE A PLAN

- a. Develop site plan
- b. Floor layout
- c. Have informal talks with town-- identify issues
- d. Determine feasibility at this point; crucial step

OBTAIN APPROVALS & FINANCE

- a. Assemble team: architect, engineer (site), lawyer, consultants (traffic planner)
- b. Group review; develop documents to present case
- c. Cost to get to this point: \$200,000 + or -
- d. 8-12 months for approval process
- e. Start obtaining financing—local bank or govt. agency
- f. Need 25% - 30% equity; total cost \$20,000,000 + or -
- g. 80 – 90 units

BUILD

- a. Develop full plans; architect is point of control
- b. Submit to State
- c. Simultaneously obtain bids
- d. Fixed price; non-union

OPEN

- a. Pre-opening staff and model
- b. Start 8-10 months prior to opening
- c. Have initial staff in place-- Executive Director, Marketer

Development Cost Projection Worksheet

Development Costs			
Land			1,100,000
Sitework			1,000,000
Architectural and Engineering			350,000
Construction Costs			7,000,000
Developer Fee			-
Fixed and Moveable Equipment			
Fixed and Moveable Equipment	50,000		
Technology	-		
Dietary Design	-		
Technology Consultant	-		50,000
Survey and Testing Fees			
Survey - Existing Condition	10,000		
Civil/Site Engineering	50,000		
Phase I Environmental/Asbestos Survey	5,000		
Market Study			
Soil Boring			
Final As Built Survey	5,000		70,000
Impact, Tap, User, Other Fees (Allowance)			
Site Plan/Zoning Fees (COAH)	300,000		
Site Engineering Review	-		
Testing/Inspection	10,000		
Building Permits	10,000		
Assessments/Taps/Capital Charges	200,000		
State Licensing Fees	-		
Other/Escrows/Bonds	-		
Insurance - Property/Builder's Risk	15,000		
Insurance - Other	-		535,000
Contingency			200,000
Preopening Costs			
Marketing/Preleasing Costs	25,000		
Other Preopening Costs	-		25,000
Consultants			
Brokerage	-		
Construction Monitoring	-		
Recruiting	-		
Legal	10,000		
Health Care License Consultant	-		10,000
Land Suitability Studies			
Title Insurance			5,000
Total Development Costs			10,345,000

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rate	3480	4,200	3500	4,200	3500	4,200	3500	4,200	3500	4,200	3500	4,200	3500	4,200	Expense Line	\$3,400	\$4,000	\$4,000	\$4,000	\$3,500	\$3,500	\$5,000	\$5,000	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	Income rate	\$4,000	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Expense Line	\$4,000	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$5,000	\$5,000	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	Income rate	\$5,000	\$6,000	\$6,000	\$6,000	\$4,000	\$4,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	Expense Line	\$5,000	\$6,000	\$6,000	\$6,000	\$4,000	\$4,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	Income rate	\$6,000	\$7,000	\$7,000	\$7,000	\$5,000	\$5,000	\$6,000	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	Expense Line	\$6,000	\$7,000	\$7,000	\$7,000	\$5,000	\$5,000	\$6,000	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	Income rate	\$7,000	\$8,000	\$8,000	\$8,000	\$6,000	\$6,000	\$7,000	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	Expense Line	\$7,000	\$8,000	\$8,000	\$8,000	\$6,000	\$6,000	\$7,000	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	Income rate	\$8,000	\$9,000	\$9,000	\$9,000	\$7,000	\$7,000	\$8,000	\$8,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	Expense Line	\$8,000	\$9,000	\$9,000	\$9,000	\$7,000	\$7,000	\$8,000	\$8,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	Income rate	\$9,000	\$10,000	\$10,000	\$10,000	\$8,000	\$8,000	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Expense Line	\$9,000	\$10,000	\$10,000	\$10,000	\$8,000	\$8,000	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Income rate	\$10,000	\$11,000	\$11,000	\$11,000	\$9,000	\$9,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	Expense Line	\$10,000	\$11,000	\$11,000	\$11,000	\$9,000	\$9,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	Income rate	\$11,000	\$12,000	\$12,000	\$12,000	\$10,000	\$10,000	\$11,000	\$11,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Expense Line	\$11,000	\$12,000	\$12,000	\$12,000	\$10,000	\$10,000	\$11,000	\$11,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	Income rate	\$12,000	\$13,000	\$13,000	\$13,000	\$11,000	\$11,000	\$12,000	\$12,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	Expense Line	\$12,000	\$13,000	\$13,000	\$13,000	\$11,000	\$11,000	\$12,000	\$12,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	Income rate	\$13,000	\$14,000	\$14,000	\$14,000	\$12,000	\$12,000	\$13,000	\$13,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	Expense Line	\$13,000	\$14,000	\$14,000	\$14,000	\$12,000	\$12,000	\$13,000	\$13,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	Income rate	\$14,000	\$15,000	\$15,000	\$15,000	\$13,000	\$13,000	\$14,000	\$14,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Expense Line	\$14,000	\$15,000	\$15,000	\$15,000	\$13,000	\$13,000	\$14,000	\$14,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Income rate	\$15,000	\$16,000	\$16,000	\$16,000	\$14,000	\$14,000	\$15,000	\$15,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	Expense Line	\$15,000	\$16,000	\$16,000	\$16,000	\$14,000	\$14,000	\$15,000	\$15,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	Income rate	\$16,000	\$17,000	\$17,000	\$17,000	\$15,000	\$15,000	\$16,000	\$16,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	Expense Line	\$16,000	\$17,000	\$17,000	\$17,000	\$15,000	\$15,000	\$16,000	\$16,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	Income rate	\$17,000	\$18,000	\$18,000	\$18,000	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	Expense 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Line	\$38,000	\$39,000	\$39,000	\$39,000	\$37,000	\$37,000	\$38,000	\$38,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	Income rate	\$39,000	\$40,000	\$40,000	\$40,
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QUESTIONS?

*To Build or Renovate:
That Is the Question!*



Don Pelligrino
CEO/Owner
Bridgeway Senior Healthcare

Projects

Bridgeway Care and Rehabilitation Center at Bridgewater:

1995 Interior Renovations: Atrium and Add-a-Bed
 1997 Permitting and Construction of a 23 Bed Post Acute Pavilion
 2014 Interior Renovations: Dayrooms, Therapy Gym, Bedrooms and Generator

Bridgeway Care and Rehabilitation Center at Hillsborough:

2012 Permitting and Construction of a 126 Bed Skilled Nursing Facility

Avalon at Bridgewater:

2000 Permitting and Construction of a 74 Resident Assisted Living Residence
 2007 Renovation/Reconfiguration of Memory Care Unit and Wellness Center

Avalon at Hillsborough:

2006 Permitting and Construction of a 97 Resident Assisted Living Residence

Do not underestimate your time commitment to the project during the planning and construction phase of the project. Renovations are more complicated than new construction since there is a high probability of encountering unknown field conditions in addition to having to care for residents that may be impacted by the daily operations.

Learning Objectives

- Plan the scope of work
- Expect the unexpected
- Provide a budget for change orders
- Review the impact on support systems
- Staff and Management should have input on facility needs and impact on daily operations.
- Communication, Communication, Communication – hold regular meetings with the Contractor and Staff.

Planning

- Determine if the project will require municipal variances and approvals
- Establish your team of consultants: Accountant, Attorney, Civil Engineer, Architect, Mechanical Engineer, and Contractor.
- Schedule meetings with staff to define scope of work
- Establish an overall budget for the project including interior furnishings and decorating
- Consider the impact on census/revenue
- Meet with your banking representative to discuss project funding
- Consider performing construction in phases to minimize the impact on residents and staff

Contractor Selection

- Issue a Request for Proposals (RFP)
- Prior construction experience in LTC or Assisted Living
- Prior experience in dealing with the Department of Health
- Utilization of Multiple Trades
- Scheduling and coordination
- Number of staff to be dedicated to the project – field and office staff
- Ability to work off hours to minimize impact on resident life.

Architect Selection

- Golf Handicap – the first warning sign is if your architect is under a 10 handicap they spend too much time on the golf course. Benefit is they could be a good partner at golf outings.
- This is one of your most important decisions due to the fact that the architect should have knowledge of the design criteria for skilled nursing and assisted living residences as well as dealing with the Department of Community Affairs.
- Ability to make site visits on a regular basis
- Ability to address changes in scope on a timely basis
- Attend meeting with staff
- Familiar with acceptable interior finishes
- Impact of new DOH and building regulations on the design – ADA, Fire, Sprinkler, etc.
- Meet with the owner and contractor to review and approve payment requisitions

Impact on Building Operations

- Need for partition walls - residents trying to access work areas
- Work during off hours
- Scheduling operations around the shutdown of utilities – water, sewer, electric
- OSHA – need for masks in the workplace
- Acceptable building materials – fire rating
- Define owner representative on site who will address architect and contractor issues
- Define owner representative who will address financial decisions regarding change orders

Site Considerations

- Location of contractor storage trailers, support equipment and supplies
- Location of dumpsters
- Impact on facility parking
- Contractor access
- Office work space for contractors – trailer with electric and phone or area in building
- Requirement to meet new building code requirements – door sizes, ADA, etc.
- Capacity of current generator
- Electrical system upgrades
- Lighting upgrades
- Impact on existing landscaping and parking lot – construction equipment, replace sidewalks
- Impact on existing roof – placement of new HVAC units
- Capacity of current nurses call system
- Flooring and ceiling materials to match existing
- HVAC system capabilities
- Expansion impact on the number of facility shower rooms and bathrooms
- IT issues

QUESTIONS?