

TOWN OF NATICK

Meeting Notice

POSTED IN ACCORDANCE WITH THE PROVISIONS OF M.G.L. CHAPTER 30A, Sections 18-25

Natick Finance Committee

School Committee Meeting Room

March 30, 2017 7:00 PM

Agenda

1. Public Concerns/ Comments
 - a. March 30 Meeting Agenda (as posted with Town Clerk)
2. Meeting Minutes
 - b. Meeting Minutes for January - March 2017
3. Old Business
 - c. Article # 2 - Committee Article
 - d. Finance Committee Recommendation Book
 - e. Finance Committee Future Meeting Schedule with Proposed Agenda's
 - f. Article 29 - Appropriation of Funds in Support of the Natick Affordable Housing Trust
 - g. Article 36 - Assisted Living Option Overlay District (ALOOD) (2)
4. New Business
 - h. Article 33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence
 - i. Article 34 - Amend the Natick Zoning Bylaw to Create an Assisted Living Option Overlay District (ALOOD) (1)
 - j. Article 35 - Include Certain Parcels of Land on Eliot Street and Everett Street in the Assisted Living Option Overlay District ("ALOOD").
5. Adjourn

The Finance Committee will make every reasonable effort to update this agenda if additional information is provided subsequent to the initial posting. The Finance Committee reserves the right to consider items on the agenda out of order. Any times that may be listed on the agenda are estimates provided for informational purposes only. Agenda items may occur earlier or later than the stated time.

ITEM TITLE: March 30 Meeting Agenda (as posted with Town Clerk)
ITEM SUMMARY: This is a copy of the meeting agenda as submitted to the Town Clerk and posted on the Town Hall bulletin board

ATTACHMENTS:

Description	Upload Date	Type
March 30 Meeting Agnda	3/28/2017	Cover Memo



TOWN OF NATICK

Meeting Notice

POSTED IN ACCORDANCE WITH THE PROVISIONS OF M.G.L. CHAPTER 30A, §§ 18-25

Finance Committee

PLACE OF MEETING

School Committee Meeting Room
3rd Floor, Town Hall
13 East Central Street
Natick, Mass. 01760

DAY, DATE AND TIME

Thursday, March 30, 2017
7:00 P.M. to 12:00 P.M

MEETING AGENDA

1. Citizens Concerns

2. Old Business

- a) Meeting Minutes –Discuss & Approve for: 2/2/17, 2/7/17, 2/16/17, 2/28/17, 3/2/17, 3/7/17
- b) Future Meeting Dates/Scheduling - FY 2018 Budget, SATM Warrant - Updates and Discussion

3. Public Hearing: 2017 Spring Annual Town Meeting Warrant

- a) Article #2 – Committee Reports: Natick Affordable Housing Trust Fund
- b) Article #29 - Appropriation of Funds in Support of the Natick Affordable Housing Trust (continued from March 7)
- c) Article #33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence
- d) Article #34 - Amend the Natick Zoning Bylaw to Create an Assisted Living Option Overlay District (ALOOD) (1)
- e) Article #35 - Include Certain Parcels of Land on Eliot Street and Everett Street in the Assisted Living Option Overlay District ("ALOOD").
- f) Article #36 - Assisted Living Option Overlay District (ALOOD) (2) (continued from 3/21)

4. New Business

- a) Finance Committee Recommendation Book – review and approve

5. Adjourn

Please note the committee may take the items on this agenda out of order.

Patrick Hayes, Chairman

SUBMITTED BY

ITEM TITLE: Meeting Minutes for January - March 2017

ITEM SUMMARY:

ITEM TITLE: Article # 2 - Committee Article
ITEM SUMMARY: Natick Affordable Housing Trust Fund Report

ATTACHMENTS:

Description	Upload Date	Type
Natick Affordable Housing Trust Fund Board	3/22/2017	Exhibit

Natick Affordable Housing Trust Fund

2017 Committee Report for Presentation to Town Meeting
DRAFT

Mission:

To provide for the creation and preservation of affordable housing in the Town of Natick for the benefit of low and moderate-income individuals and families.



Bacon Street Duplex – March 16, 2017
Photo by J. Ball

Natick Town Hall
13 East Central Street
Natick, MA 01760

Over the past four years, the Trust has allocated over \$500,000 in the preservation or creation of 16 units of affordable housing. The Bacon Street duplex is one of these projects – the Trust has partnered with Family Promise to provide rental housing for families that “graduate” from their program. Additionally, we have partnered with Keefe Tech, using the student labor from their construction trades program to construct the homes.

Funding of the Bacon Street project has been primarily with the proceeds of the sale of 56 Everett Street. This property was initially perceived as unbuildable, but through efforts of the trust in conducting environmental investigations, it became marketable. Also contributing was the fore mentioned sewer appropriation and a \$30,000 contribution from Family Promise.

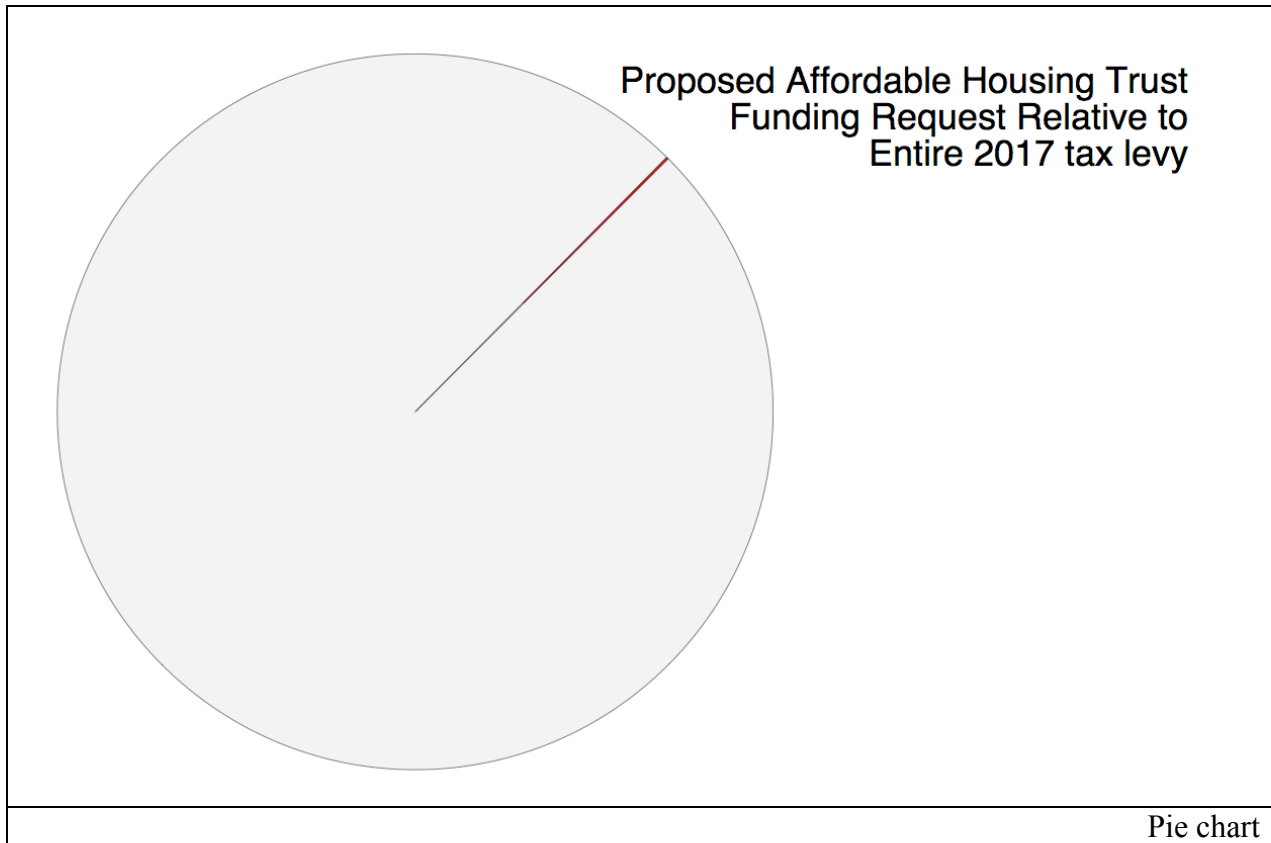
This report focuses on the budget of the Trust, primarily looking at the sources of funding.

There are four main sources:

1. Natick Planning Board , via mitigation money or property that is part of a Planning Board decision where developer resources are allocated toward the production of affordable housing. This source is limited and unpredictable; there has been no such action since the transfer of the 299-301 Bacon Street property to the trust in 2008.
2. Deeding of property to the NAHTF by the selectman. This source is also limited and unpredictable. The last such transfer was the 56 Everett Street parcel, transferred prior to 2009.
3. HOME funds from the West Metro HOME Consortium. This is a yearly allocation, but has been decreasing every year. FY2014 was \$80,000 +/-, FY2015 was \$54,738, FY2016 was \$34,297 and FY2017 is \$42,923. Given uncertainty with HUD under the present administration, further reduction is anticipated. Additionally, use of these funds is at risk in that they must be attributed to a specific, funded project, or are subject to recapture.
4. Appropriation via Town Meeting. Article 33 from the 2015 FTM is an example, where funds were allocated for the sewer work. In a similar manner, 2015 FTM Article 19 allocated mitigation money (\$237,125) to the BOS for the purpose of the creation of affordable housing. Those funds, by action of the BOS on March 13, 2017, have been transferred to the Trust. The funds cannot be used for “operational” expenses, such as our winter homeless voucher program or a rental assistance program; they can only be used for actual housing production.

The main budget issue facing the Trust is the lack of a dependable allocation to support our mission. Additionally, some of the funds that are available are restricted and subject to recapture. In a CPA community, this is not an issue for a Housing Trust; Natick, as you know is not a CPA community.

Toward remedying this condition, the Trust and the CDAC (Community Development Advisory Committee) cosponsored Article 29, a request for an appropriation, which would hopefully set a precedent for future years. The Town, with acknowledgement of the Trust’s activism and results in accomplishing that mission, would have a section in the annual budget that supports affordable housing. The target amount was \$100,000, or about one tenth of a percent of the total tax levy.



This year the Trust sees that the BOS transfer of the \$237,125 of mitigation funds to the Trust as lessening the immediate need for additional TM funding. Our financial management approach will be to protect the remaining “unrestricted” funds and use the mitigation funds for the completion of Bacon.

That is the short term condition, but our strategy will be to advocate for future yearly funding for the Trust. We are actively working on a future projects, ranging in scale from a small homes demonstration project, to being a cosponsor of the redevelopment of multi-unit Natick Housing Authority properties.

The overall goal is the creation of housing opportunities for the diverse range of Natick citizens, which has been a consistent goal of the Natick community planning process. Be it veterans housing, workforce housing, elder housing, special needs housing, or housing for

the previously homeless – the NAHTF works to create housing opportunities all Natick citizens – but needs a reliable funding source to make this happen.

Randy Johnson, Chair

Members:

Jay Ball

Laura Duncan

Glen Glater

Susan Salamoff

Carolyn Love Scalise

Ganesh Ramachandran

ITEM TITLE: Finance Committee Recommendation Book
ITEM SUMMARY:

ITEM TITLE: Finance Committee Future Meeting Schedule with Proposed Agenda's
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
April 4 Agenda (Tentative)	3/28/2017	Exhibit



TOWN OF NATICK

Meeting Notice

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Finance Committee

PLACE OF MEETING

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2. Old Business

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3. Public Hearing: 2017 Spring Annual Town Meeting Warrant

- a) Article #2 – Committee Reports: Natick Affordable Housing Trust Fund
- b) Article #29 - Appropriation of Funds in Support of the Natick Affordable Housing Trust (continued from March 7)
- c) Article #33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence
- d) Article #34 - Amend the Natick Zoning Bylaw to Create an Assisted Living Option Overlay District (ALOOD) (1)
- e) Article #35 - Include Certain Parcels of Land on Eliot Street and Everett Street in the Assisted Living Option Overlay District (“ALOOD”).
- f) Article #36 - Assisted Living Option Overlay District (ALOOD) (2) (continued from 3/21)
- g) Article #39 - Amend the Natick Zoning By-Law to Create a Transitional Overlay Option Plan District (TOOP)
- h) Article #40 - To Include Certain Parcels of Land on East Central Street, Lincoln Street, Wilson Street and Grant Street in the Transitional Overlay Option Plan District
- i) Article #41 - Amend Zoning By-Law to Create an Independent Senior Living Overlay Option Plan/Elderly Family Residence Living Option Plan (Possibly scheduled to April 6)

3. Public Hearing: Town Administrator’s FY 2018 Preliminary

- a) TBD (based on Article #5)

5. New Business

- a) Final Version of the Finance Committee Recommendation Book – review and approve

6. Adjourn

Please note the committee may take the items on this agenda out of order.

Patrick Hayes, Chairman

SUBMITTED BY

ITEM TITLE: Article 29 - Appropriation of Funds in Support of the Natick Affordable Housing Trust

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Article 29 Questionnaire	3/28/2017	Exhibit
Town Administrator Memo to BoS re: Article 29	3/28/2017	Exhibit
Town Administrator memo on 3/30/17	3/30/2017	Exhibit

Warrant Article Questionnaire
Non Standard Town Agency Articles

Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor

Article # 29	Date Form Completed: 3/7/2017
Article Title: Appropriation of Funds in Support of the Natick Affordable Housing Trust	
Sponsor Name: Natick Community Development Advisory Committee (CDAC) and Affordable Housing Trust Fund (AHTF)	Email: hjstepone@gmail.com (Randy Johnson, Chair, NAHTF)

Question	Question
1	Provide the article motion exactly as it will appear in the Finance Committee Recommendation Book and presented to Town Meeting for action.
Response	Move that the Town vote to approve the appropriation of the sum of \$ 100,000 from Free Cash for the support of the statutory responsibilities and mission of the Natick Affordable Housing Trust Fund.
2	At a summary level and very clearly, what is the proposed purpose and objective of this Warrant Article and the accompanying Motion?
Response	<p>Funding for the NAHTF historically has come from four primary sources:</p> <ol style="list-style-type: none"> 1. Natick Planning Board , via mitigation money or property that is part of a Planning Board decision where developer resources are allocated toward the production of affordable housing. This source is limited and unpredictable; there has been no such action since the transfer of the 299-301 Bacon Street property to the trust in 2008. 2. Deeding of property to the NAHTF by the selectman. This source is also limited and unpredictable. The last such transfer was the 56 Everett Street parcel, transferred prior to 2009. 3. HOME funds from the West Metro HOME Consortium. This is a yearly allocation, but has been decreasing every year. FY2014 was \$80,000. FY2015 was \$40,000, FY2016 was \$_____ and FY2017 is \$_____. Given uncertainty with HUD under the present administration, further reduction is anticipated. Additionally, use of these funds is at risk in that they must be attributed to a specific, funded project, or are subject to recapture. 4. Appropriation via Town Meeting. Article 33 from the 2015 FTM is an example, where funds were allocated for the sewer work. In a similar manner, 2015 FTM Article 19 allocated mitigation money to the BOS for the purpose of the creation of affordable housing. <p>The purpose of this Article and Motion is to establish a mechanism for funding the activities of the Trust in a concrete and predictable manner. In an a Non-CPA municipality, this is seen as crucial, and will assist in the ability of the Trust to enact future programs and pursue new development opportunities.</p>

Warrant Article Questionnaire
Non Standard Town Agency Articles

3	Has this article or one of a very similar scope and substance been on a previous Warrant Article and what has been the actions taken by Finance Committee, other Boards or Committees and Town Meeting?
Response	The Trust has not previously requested general budget funding. The 2015 FTM Article 33 (sewer) was project and scope specific, and was supported by FinCom and TM.
4	Why is it required for the Town of Natick and for the Town Agency sponsor(s)?
Response	The NAHTF is a very active volunteer committee, and has participated in four construction projects over the past five years. Additionally, we have created a winter homeless voucher program, and have created a down payment assistance program. Without secure and reliable funding, these efforts will be unsupported.
5	Does this article require funding, how much, from what source of funds and under whose authority will the appropriation be managed and spent?
Response	Funding is required – funding is the essence of the request. The funding will be managed and spent under the guidelines of the NAHTF charter. The composition of the Trust includes members from the Planning Board and the BOS that participate in the management and decision making.
6	Does this article act in any way in concert with, in support of, or to extend any prior action of Natick Town Meeting, Massachusetts General Laws or CMR's or other such legislation or actions? Does this article seek to amend, rescind or otherwise change any prior action of Natick Town Meeting?
Response	Article is in concert and support of the Charter of the NAHTF. No amendment is needed of other prior TM action.
7	How does the proposed motion (and implementation) fit with the relevant Town Bylaws, financial and capital plan, comprehensive Master Plan, and community values as well as relevant state laws and regulations?
Response	The motion supports the creation of housing opportunities for the diverse range of Natick citizens, which has been a consistent goal of Natick Community planning. Be it veterans housing, workforce housing, elder housing, special needs housing, or housing for the previously homeless – the NAHTF works to create housing opportunities all Natick citizens.

Warrant Article Questionnaire
Non Standard Town Agency Articles

8	Who are the critical participants in executing the effort envisioned by the article motion?
Response	The funding will be under the management of the Natick Affordable Housing Trust. Administrative support is supplied by the Department of Economic and Community Development.
9	What steps and communication has the sponsor attempted to assure that: <ul style="list-style-type: none"> • Interested parties were notified in a timely way and had a chance to participate in the process • Appropriate Town Boards & Committees were consulted • Required public hearings were held
Response	Article and Motion approved at NAHTF public meeting, with attendance of Planning Board and BOS members.
10	Since submitting the article have you identified issues that weren't initially considered in the development of the proposal?
Response	NO
11	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences?
Response	NAHTF funding of future pipeline of projects or programs will be in jeopardy. Ability to fund pre-development activities (surveys, other due-diligence activities) or property acquisitions will be hampered. Funding of day-to-day expenses will be problematic. The Funding made available via 2015 FTM Article 19 will be potentially available for specific projects, but the NAHTF's access to that funding is not immediate or certain, and would not be applicable to programs like the homeless voucher program or a rental assistance program.



Town of Natick

Town Administrator's Office

TO: BOARD OF SELECTMEN
FROM: MARTHA WHITE, TOWN ADMINISTRATOR
SUBJECT: ARTICLE 29 - APPROPRIATE FUNDS IN SUPPORT OF THE NATICK AFFORDABLE HOUSING TRUST
DATE: 3/8/2017
CC: RANDY JOHNSON, CHAIR, NATICK AFFORDABLE HOUSING TRUST
PATRICK HAYES, CHAIR, FINANCE COMMITTEE

At this upcoming Spring Annual Town Meeting, under Article 29, the Affordable Housing Trust is requesting an appropriation in support of affordable housing. The funds are not necessarily requested in support of a particular project, but by having funds on hand the Trust would be able to conduct due diligence as future project opportunities arise. At last night's Finance Committee meeting they specified the requested amount of \$100,000 and indicated that their hope is that such an amount would be a regular annual appropriation by Town Meeting.

I have indicated that, reluctantly, I am unable to support this request given the compelling needs of the General Government and School Departments. However, a compromise or alternative may exist.

Specifically, at the 2015 Fall Annual Town Meeting, under Article 19, the following motion was passed by majority vote:

Moved by Mr. Hughes, seconded by Mr. Gath that the Town vote to amend the vote taken under Article 23 of the 2013 Spring Annual Town Meeting, which vote appropriated MathWorks mitigation funding in the amount of \$240,000 for the creation of affordable housing at 165 North Main Street, such that the remaining balance of said funds i.e. \$237,125 shall instead be used for creation of affordable housing in the Town of Natick, further that said funds shall be administered under the direction of the Board of Selectmen.

I would ask that the Board of Selectmen release all or a portion of these funds to the Affordable Housing Trust such that they may explore and pursue affordable housing projects. Note that their use of these funds would have to be consistent with the terms of the Town Meeting vote, i.e. "for creation of affordable housing." However, it is my interpretation that such language would not restrict the funds to actual development of affordable housing, but would also allow the funds to be expended for due diligence associated with investigating a potential affordable housing project, for example, title work or a 21E evaluation in advance of purchasing a property. But the funds could not, for example, be used in support of a down-payment assistance program. Town Counsel has confirmed my interpretation in this regard.

If the Selectmen do release all or a portion of these funds to the Trust, I would ask that the vote specifically state that expenditure of the funds by the Affordable Housing Trust must be consistent with the terms of the vote taken by the 2015 Fall Annual Town Meeting under Article 19.

It is my expectation that, if the Selectmen release all or a portion of these funds (in the amount of \$100,000 or greater), the Affordable Housing Trust would seek a vote of "No Action" under Article 29.



Town of Natick

Town Administrator's Office

TO: FINANCE COMMITTEE

FROM: MARTHA WHITE, TOWN ADMINISTRATOR

SUBJECT: *UPDATE* REGARDING ARTICLE 29 - APPROPRIATE FUNDS IN SUPPORT OF THE NATICK AFFORDABLE HOUSING TRUST

DATE: 3/29/2017

CC: RANDY JOHNSON, CHAIR, NATICK AFFORDABLE HOUSING TRUST
BOARD OF SELECTMEN

As the Finance Committee is aware, under Article 29 of the upcoming Spring Annual Town Meeting, the Affordable Housing Trust is requesting an appropriation in support of affordable housing; their initial request was in the amount of \$100,000 although the Trust has indicated that a lesser amount would be considered. The Trust has expressed their goal of securing annual appropriations by Town Meeting in support of affordable housing initiatives.

As envisioned by the Trust, such annual appropriations would not necessarily be tied to a particular affordable housing project, but would potentially accumulate and give the Trust the flexibility and opportunity to respond to affordable housing opportunities as they arise or to implement new initiatives that emerge.

I have expressed my support for such sustained appropriations in support of affordable housing initiatives but, reluctantly, I am unable to support this request at this time given the compelling but unmet FY 2018 operating budget needs of the General Government and School Department.

I have discussed my position with Mr. Randy Johnson, Chair of the Affordable Housing Trust, and we specifically discussed the possibility of an appropriation under Article 29 of \$100,000, or a lesser amount, from Free Cash.

Again, somewhat reluctantly - given my overall conviction that the Town has a responsibility to support affordable housing initiatives and programs - I cannot support this proposal.

Notably, the FY 2018 operating budget does not fully fund the operational needs identified by the School Department and General Government. Further, within this budget, we are using \$3.5 million of Free Cash as a revenue source in support of recurring operational expenses; this is by far the highest amount of Free Cash used to date in support of the annual operating budget.

Although the Affordable Housing Trust's request is comparatively modest, given the Administration's determination to not further increase our use of Free Cash in support of recurring expenses, and given that the Trust's request is envisioned as being annual/recurring, I cannot support the use of Free Cash for the Trust's request.

Also relevant to the Finance Committee's evaluation of the Affordable Housing Trust's proposal under Article 29 is the fact that MathWorks mitigation funds dedicated to affordable housing, in the amount of \$237,125, were recently released to the Affordable Housing Trust by the Board of Selectmen. Pursuant to a prior Town Meeting vote regarding these funds, their use is restricted to "creation of affordable housing"; however, this restriction has been interpreted to allow these funds to be expended, for example, for due diligence associated with investigating a potential affordable housing project, such as title work or 21E evaluation in advance of purchasing a property, but not, for example, in support of a down-payment assistance program..

That is, funding in an amount greater than initially requested by the Affordable Housing Trust has recently been made available to them, albeit with some restrictions applying to the expenditure of said funds.

In summary, the Administration recommends that the Finance Committee take "No Action" regarding Article 29 given that no funding source is available in support of this request.

ITEM TITLE: Article 36 - Assisted Living Option Overlay District (ALOOD) (2)
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Article 36 -FinCom Questionnaire	3/10/2017	Exhibit
Article 36: Sponsor Analysis of Difference between Art 36 & Art 34	3/10/2017	Exhibit

Warrant Article Questionnaire Citizen Petitions Articles

Section III – Questions with Response Boxes – To Be Completed By Petition Sponsor

Article # 36	Date Form Completed: 2/23/2017
Article Title: Assisted Living Option Overlay District ALOOD (2)	
Sponsor Name: Gary Sutherland	Email: Garys@naplia.com

Question	Question
1	Provide the article motion exactly as it is intended to be voted on by the Finance Committee.
Response	Please see the attached warrant article
2	At a summary level and very clearly, what is proposed purpose and objective of this Warrant Article and the required Motion?
Response	To allow for assisted living developments in residential zoned districts, while limiting the impact of size and density and creating better guidelines for developments
3	What does the sponsor gain from a positive action by Town Meeting on the motion?
Response	Creates new bylaw for Assisted Living in residential zoned districts. Creates affordable units to benefit the town. 63% of towns studied have this requirements.
4	Describe with some specificity how the sponsor envisions how: the benefits will be realized; the problem will be solved; the community at large will gain value in the outcome through the accompanied motion?
Response	This bylaw stipulates what type of Assisted Living density would be allowed in residential zoned districts with limitation on the size and scope of a development
5	How does the proposed motion (and implementation) fit with the relevant Town Bylaws, financial and capital plan, comprehensive plan, and community values as well as relevant state laws and regulations
Response	This new bylaw would augment existing Assisted Living bylaws
6	Have you considered and assessed, qualified and quantified the various impacts to the community such as:

**Warrant Article Questionnaire
Citizen Petitions Articles**

	<ul style="list-style-type: none"> • Town infrastructure (traffic, parking, etc.) • Neighbors (noise, traffic, etc.); • Environment and green issues (energy conservation, pollution, trash, encouraging walking and biking, etc.);
Response	<p>Yes in drafting our bylaw we made a number of restriction to protect the quality of life issues. Our setbacks allow for better use on the site location of any development to help protect any negative impact to residential abutters. We also limited the number of total units allowed regardless of the acreage in residential zoned districts as larger assisted living developments can be built in other nonresidential zoning districts.</p>
7	<p>Who are the critical participants in executing the effort envisioned by the article motion?</p> <p>To this point what efforts have been made to involve those participants who may be accountable, responsible, consulted or just advised/informed on the impacts of executing the motion?</p>
Response	<p>We have been attending town board meeting since the summer of 2016. Our neighborhood group has met 20 plus times to capture significant impute. We have done a detailed study of other towns that have created Assisted Living Alloods, and tried to infuse those limitations into our bylaw.</p>
8	<p>What steps and communication has the sponsor attempted to assure that:</p> <ul style="list-style-type: none"> • Interested parties were notified in a timely way and had a chance to participate in the process, that • Appropriate town Boards & Committees were consulted • Required public hearings were held
Response	<p>We have been sharing our data and warrant article proposal with town boards and our group have been active in speaking at various town boards since the summer of 2016.</p>
9	<p>Why is it required for the Town of Natick AND for the sponsor(s)?</p>

**Warrant Article Questionnaire
Citizen Petitions Articles**

Response	This is not required, however in lieu of private outside developers creating zoning bylaws that favor them and changing the character of our town. We felt we could accomplish a better written ALOOD for Assisted Living projects within residential zoned districts.
10	Since submitting the article petition have you identified issues that weren't initially considered in the development of the proposal?
Response	Yes we continue to look at setbacks that are in balance with the building footprint. For example the larger the structure the larger required setbacks could be required. Our bylaw allows the Planning Board wiggle room with a 10% waiver of restrictions
11	What are other towns and communities in the Metro West area, or the Commonwealth of MA doing similar to what your motion seeks to accomplish
Response	To the north of Natick, in Wayland they recently added a bylaw prohibiting Assisted Living in residential zoned districts. Our findings to date 47% of communities exclude Assisted Living in residential zoned districts while another 22% allow only in select small ALOOD areas generally close to downtown areas.
12	If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences.
Response	If the warrant article is not passed at the 2017 Spring Town Meeting we would hope it could be referred back to the Planning Board for further study and represented at a fall town meeting.

Proposed Bylaw for spring 2017 Town Meeting

1. Amend Article I by adding:

Section 110 – PURPOSE OF ASSISTED LIVING OPTION OVERLAY DISTRICT (ALOOD)

Within the purposes expressed in Section 100 of this Bylaw and in General Laws Chapter 40A the particular intent of these Bylaws with respect to establishing an Assisted Living Option Overlay District (ALOOD) is to provide a residential environment within residentially zoned districts that offers supportive services to individuals 55 years of age or older who are unable to live independently in the community, including individuals with specialized needs due to cognitive or other impairments, by offering supervision and/or assistance with basic activities of daily life.

2. Create New section 111-K to be added to Zoning Bylaw after the existing Highway Overlay District Sections:

Section 111-K ASSISTED LIVING OPTION OVERLAY DISTRICT ("ALOOD")

1. **APPLICABILITY:** The ALOOD shall overlay any parcel or combination of contiguous parcels in common ownership ("ALOOD PARCEL") , approved by Town Meeting to be included in the ALOOD, subject to the following requirements:
 - a. Such ALOOD PARCEL shall be located in a residentially zoned district and consist of at least five (5) contiguous acres.
 - b. Such ALOOD PARCEL shall have a minimum of 200 feet of frontage within 5280 feet of the Downtown Common area
 - c.
2. **USE AND OTHER ZONING REGULATIONS**
 - a. **Allowed Uses:** In addition to any uses allowed in the underlying residential zoning district, which shall continue to be allowed uses, Assisted Living Residences and Special Care Residences, either as a single use or as combined uses in one or more buildings, shall be allowed uses within the ALOOD subject to the following requirements:
 1. An Assisted Living Residence located in the ALOOD shall provide assisted living units consisting of one or more rooms within an Assisted Living Residence providing living facilities for no more than two occupants, including room or rooms for living, sleeping and eating ("ALR Unit").

11. Both Assisted Living Residences and Special Care Residences may include common areas and community dining facilities, and may provide personal care services, activities of assistance with daily living, and other related programs and services. This may include, but is not strictly limited to, meal care services, beauty salon, sundry shop, and banking and recreational facilities.
 - iii. The SPGA, in order to approve the Special Permit/Site Plan Approval for an Assisted Living Residence or a Special Care Residence, must find that the overall impact of the facility will not substantially derogate from the cumulative impact associated with other uses allowed as a matter of right or by special permit within the zoning district.
- b. All regulations of the underlying residential zoning district shall apply within the ALOOD except for projects approved pursuant to this Section, which shall be governed by the regulations set forth in this Section, provided however that the requirements set forth in Section 111-A.3 Flood Plain District and 111-A.5 Aquifer Protection District shall apply to projects within the ALOOD District..
- c. Intensity, Dimensional and Open Space Regulations
- i. Number of Living Units: Any development permitted under the ALOOD Bylaw shall be limited to 6 (6) ALOOD units per acre (43,560 S.F.). An ALOOD unit is a patient bed with respect to a Special Care Residence and an ALR Unit with respect to an Assisted Living Residence. The maximum density is 64 units regardless of the property size.
 - ii. Floor Area Ratio: For any development permitted under the ALOOD Bylaw the floor area ratio (FAR) shall not exceed 0.25.
 - iii. Open Space: Any development approved under the ALOOD shall provide that a minimum of thirty-three (33%) per cent of the ALOOD PARCEL is retained as permanent Open Space or an Open Space Public Benefit Amenity. At least fifty (50%) percent of the Open Space shall not be wetlands or land subject to seasonal or periodic flooding. The Open Space disposition shall be at the discretion of the SPGA and either retained by the Applicant, deeded to the Town of Natick, or deeded to a non-profit corporation designated by the SPGA. The SPGA may, in its discretion, also require public access to such Open Space. The Open Space shall be permanently restricted as Open Space by way of a deed restriction, conservation restriction or easement. Open Space acreage, whether retained by the Applicant or deeded to a third party in compliance with this Section, shall be considered part of the ALOOD PARCEL for determining zoning compliance of the ALOOD PARCEL under all provisions of the Zoning Bylaw.

Iv: Affordable units: The minimum requirement is 15% with a maximum of 25% of units affordable

V. Parking Spaces required: 0.5 spaces per ALR Unit for Assisted Living Residences; (1) spaces per patient bed for Special Care Residences.

V1: No Assisted Living development approved under the Flood bylaw can be within 2,640 feet of another approved Flood Assisted Living development covered under this bylaw.

v. Intensity Regulations:

Minimum ALOOD Project Areas	5 Acres
Continuous Frontage	200'
Minimum Front-yard setback	200'
Minimum Side-yard setbacks	100'
Minimum Rear-yard setback	100'
Maximum Building Height	35'
Maximum Building Coverage	20%
Minimum Open Space	33%

d. Design criteria:

i. Preservation and enhancement of landscaping. The landscape shall be preserved in its natural state, insofar as practicable, by minimizing tree and soil removal, and any grade changes shall be in keeping with the general appearance of neighboring developed areas.

ii. Relation of buildings to environment. Proposed development shall be related harmoniously to the terrain and to the use, scale, and architecture of existing buildings in the vicinity that have functional or visual relationship to the proposed building. The development should be in harmony with existing housing structures without significantly changing the character of existing residential areas

iii. Open space. All open space (landscaped and usable) shall be designed to add to the visual amenities of the area by maximizing its visibility for persons passing the site or overlooking it from nearby properties.

- iv. Signs and advertising devices. The size, location, design, color, texture, lighting, and materials of signs and advertising devices shall be in harmony with significant architectural features of existing and proposed buildings and structures and with surrounding properties.
- v. Heritage. Removal or disruption of historic, traditional or significant uses, structures, or architectural elements shall be minimized insofar as practicable, whether these exist on the site or on adjacent properties.
- vi. The SPGA may, in its discretion, determine and apply additional Design Criteria that further the purposes of this Bylaw.

e. MODIFICATIONS AND WAIVERS

The SPGA may modify and/or waive strict compliance however the total amount of waiver shall not exceed 10% with one or more of the regulations in any ALOOD District provided that it makes a specific finding, in writing, that such waiver and/or modification will not create conditions which are substantially more detrimental to the existing site and the neighborhood in which the site is located, than if the waiver and/or modification were not granted.

Submission from Gary Sutherland – Citizen Petitioner/Sponsor for 2017 SATM Article 36

Contact: garys@naplia.com

Sponsors Independent Analysis of Differences Between Article 34 (ALOOD 1) & Article 36 (ALOOD 2)

ALOOD Article Analysis Item	Article #34	Article #36
Setbacks		
Frontage	150	200
Side	40	100
Rear	40	100
Minimum frontage	200	200
Minimum Acreage	5 Acres	5 Acres
Units per acre/total units	8/?	64 total units
Open Space	33%	33%
Maximum Building Coverage	20%	20%
Affordable	One-time payment of \$5.00 per foot of living area	15% Minimum up to 25% Maximum Permanent affordable units
Limited to one square mile of the Downtown Common	All of Natick	Yes
Development should be in harmony with existing housing structures without significantly changing the character of existing neighborhoods	No Restrictions	Yes

Note: See pictures inserted on next page

Reading Artis Building of 64 units (front view)



Side setback of a residential property (approximately 104 feet)



ITEM TITLE: Article 33 - Amend the Natick Zoning By-Law to Include a Definition for Special Care Residence

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Article 33 - Finance Committee Questionnaire including Motion	3/28/2017	Exhibit

NATICK FINANCE COMMITTEE QUESTIONNAIRE

SPRING 2017 TOWN MEETING / WARRANT ARTICLE 33

1. **What is the proposed purpose and objective of this Warrant Article? Why is it required for the Town of Natick AND for the sponsor(s)? Why is it necessary at this time rather than deferred until a future Town Meeting? Please be specific.**

Article 33 seeks approval to add a definition for Special Care Residence to the Zoning Bylaw. This is intended to distinguish Assisted Living Facilities which specialize in the specific needs of residents suffering from cognitive or other impairments, sometimes called Memory Care Facilities, from traditional Assisted Living Facilities. Such use is not currently defined in the Zoning Bylaw.

The urgency for approval of these Articles is prompted by both an ongoing, unmet need for assisted living resources in Natick and a unique, but time limited opportunity presented by the availability of the Windy-Lo Property. Warrant Articles 34 and 35 are proposed to address those needs and the urgency for passage of Articles 34 and 35 is addressed in the Questionnaires submitted in support of those articles. Article 33 addresses the need for a new definition in the Zoning By-law which is used in proposed Article 34.

2. **What have other communities done on this topic? Please be specific. Provide source material or location where such material can be easily obtained online.**

Zoning By-law definitions are unique to each city or town. This definition is proposed to address the absence of clarity in Natick's Zoning By-law. As the types of elder care residences and facilities has, and continues to evolve, it is necessary to refine related definitions to fit development proposals and related zoning requirements.

3. **If this Warrant Article is approved by Town Meeting:**

- a. **What are the benefits to the Town and to the sponsor(s)? Please be specific.**

Approval of this Warrant Article will provide a new definition to the Zoning By-law which will clarify the use of land for facilities dedicated to the specific needs of residents suffering from cognitive or other impairments, sometimes called Memory Care Facilities, from traditional Assisted Living Facilities. Such use is not currently defined in the Zoning Bylaw.

- b. **What specific financial interest(s), if any, do the sponsors have in getting this Article passed?**

Articles 33 is proposed by Citizens' Petition. Richard Glaser is listed as the Sponsor of each article.

Richard Glaser serves as a paid legal consultant to Artis Senior Living LLC who is advocating for this Article in support of their efforts to develop the former Windy-Lo Nursery Property as an Assisted Living and Special care facility. Of other signers of the petitions, Alice N. Reich is Richard Glaser's spouse. The

Flagg family are the owners of Windy-Low Property. Kathleen McGovern is a real estate broker who is the broker for the sale of the Flagg property to Artis.

c. What are the consequences to the Town and to the sponsor(s) if this Article is passed? Please be specific on both financial and other consequences.

Please see response to the Question #1 above.

4. If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences.

An definitional ambiguity will remain in the Natick Zoning by-law.

5. How long have the sponsors been working on and preparing to sponsor this Article? Please indicate meeting dates and times for board, committee or group. Please provide approximate time ranges and effort for administrative staff.

Work on this Warrant Article, along with Warrant Articles 34 and 35, began in early 2016 when Artis Senior Living, a national developer of assisted Living and Special Care facilities, consulted with Town Manager Martha White, Building Commissioner David Gusmini, Community & Economic Development Director James Errickson and with the Natick Planning Board. Efforts commenced in February 2016 with a series of informal telephone conferences. There was one working session in June 2016 between Attorney James Hanrahan and James Errickson and Planning board member Terry Evans to discuss general zoning concepts. Warrant Articles were drafted by Artis' legal consultants and ultimately submitted for consideration by the Fall 2016 Town Meeting. During the hearing process before both the Planning Board and Finance Committee, it became clear that the ALOOD Article in particular, required further refinement and community input before it should be debated at Town meeting. Both the Planning Board and Finance Committee recommended that the articles be referred to the Planning Board for further refinement. Town Meeting accepted those recommendations and voted accordingly.

In January 2017 the Planning Board formed a working Group comprised of Planning Board Members Glenn Glater and John Wadsworth, Community & Economic Development Director James Errickson and Senior Planner Ted Fields to work on refinement of the proposed ALOOD By-law. Two meetings were held which were well attended by community members interested in this proposal, including opponents. As a result of these meetings and input, the Sponsors made substantial revisions to the proposed By-law and submitted the three Warrant Articles to the Town for inclusion in the Spring Town Meeting Warrant.

In all of these discussions, the need for the new definition proposed by Article 33 was reviewed. There was a consensus that the proposed definition was an important step in addressing the need for more planning tools to encourage the development of more assisted living options in Natick.

6. **Has this been presented to any other relevant Natick Town Boards and/or Committees ? What actions, if any, have they taken?**

On March 22, 2017 the Planning Board held a public hearing to consider Article 33. The Planning Board voted to recommend positive action on Articles 33 to Town Meeting.

7. **Please provide a proposed motion for this Article. A specific written motion is strongly recommended.**

Motion to amend the Natick Zoning Bylaw to add the following definition for “Special Care Residence” to Article I, Section 200 of the Town of Natick Zoning Bylaw, or otherwise act thereon:

A “Special Care Residence” is a type, or part, of an Assisted Living Facility that provides an enhanced level of supports and services for one or more residents to address their specialized needs due to cognitive or other impairments. Such a residence must provide a planned activity program that addresses resident needs, as applicable, in the following areas of resident function: gross motor activities; self-care activities; social activities and sensory and memory enhancement activities.

ITEM TITLE: Article 34 - Amend the Natick Zoning Bylaw to Create an Assisted Living Option Overlay District (ALOOD) (1)

ITEM SUMMARY:

ITEM TITLE: Article 35 - Include Certain Parcels of Land on Eliot Street and Everett Street in the Assisted Living Option Overlay District (“ALOOD”).

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Article 35- Finance Committee Questionnaire with motion	3/28/2017	Exhibit
Article 35 - Exhibit A_B	3/28/2017	Exhibit
Article 35 - Exhibit B 17 parcel sub-division	3/28/2017	Exhibit
Article 35 - Artis Development Analysis of ALLOD Need and Windy Lo Site	3/28/2017	Exhibit
List of Assisted Living Centers in Massachusetts	3/30/2017	Exhibit
Public Safety Response Time and Drive Time Analysis- Windy Lo Site	3/30/2017	Exhibit
Flagg Letter to Town Meeting Members-March 30 2017	3/30/2017	Exhibit
Fire Chief Magazine -Fire Fighter Response	3/30/2017	Exhibit
Fire Chief Magazine - Responding to fire in Senior Care Facilities	3/30/2017	Exhibit
NFPA 1710 Standards	3/30/2017	Exhibit

NATICK FINANCE COMMITTEE QUESTIONNAIRE

SPRING 2017 TOWN MEETING / WARRANT ARTICLE 35

- 1. What is the proposed purpose and objective of this Warrant Article? Why is it required for the Town of Natick AND for the sponsor(s)? Why is it necessary at this time rather than deferred until a future Town Meeting? Please be specific.**

Article 35 seeks to place the Windy-Lo Property located on Eliot St. and Everett St. (“Windy-Lo Property”) within the ALOOD District, if Warrant Article 34, proposing to create such an overlay district, is approved by Town Meeting.

The urgency for approval of these Articles is prompted by both an ongoing, unmet need for assisted living resources in Natick and a unique, but time limited opportunity presented by the availability of the Windy-Lo Property.

First, there is an urgent need for additional quality residential healthcare options for elderly Natick residents:

- America is aging – fast. The older population—persons 65 years or older—numbered 46.2 million in 2014 (the latest year for which data is available). They represented 14.5% of the U.S. population or about one in every seven Americans. By 2060, there will be about 98 million older persons, more than twice their number in 2014.¹
- There is an Alzheimer’s epidemic. With the aging population the number of Americans living with Alzheimer’s disease is growing. An estimated 5.4 million Americans had Alzheimer’s disease in 2016. These numbers will escalate rapidly in coming years as the baby boom generation reaches age 65 and beyond, the age range of greatest risk of Alzheimer’s. One in nine people age 65 or over have Alzheimer’s disease. By 2050, the number of people age 65 and older with Alzheimer’s disease may nearly triple to a projected 13.8 million. In Massachusetts, 120,000 people have Alzheimer’s disease today, with the number expected to rise by 25% to 150,000 in 2025.²
- Natick needs more assisted living beds. Artis Senior Living, a national developer of Assisted Living and Memory Care facilities, retained Senior Housing Analytics, Inc. to evaluate the market feasibility of both memory care and general assisted living on the property. The draft analysis included a review of supply and demand in the market area. Within five miles of the Windy-Lo Property there are 9,000 seniors 75 years old or older and 36,000 “care giving adult children” ages 45-65 served by only 142 assisted living beds and 85 memory care beds. There is only one dedicated memory care assisted living residence within 10 miles of the property. Senior Housing Analytics concluded that most key feasibility indicators show a strong demand for additional assisted living and memory care beds in

¹ Alzheimer’s Association. 2016 Alzheimer’s Disease Facts and Figures. www.alz.org.

² Alzheimer’s Association. 2016 Alzheimer’s Disease Facts and Figures. www.alz.org.

Natick. This analysis was supplemented by visits to existing providers in the area to better understand occupancies, programming, and quality, which further supported the need additional assisted living beds.

4. Prior efforts at expanding assisted living in Natick were unsuccessful. Natick has long discussed the need for more assisted living. Numerous attempts at bringing new assisted living to Natick have not succeeded for a variety of reasons. In 2015 an ALOOP District proposal designed to allow an assisted living residence at 22 Pleasant Street did not gain Town Meeting approval. Other attempts failed prior to the 2015 Town Meeting. The 2016 Fall Town Meeting referred an earlier version of the ALOOD Overlay By-law proposed by Article 34 back to the Planning Board for further refinement. Fall Town Meeting took the same action with respect to an article seeking to place the Windy-Lo Property in the proposed ALOOD District.

If Article 35 (and companion Articles 33 and 34) are not approved, Natick will remain very under served by assisted living and memory care facilities. The number of assisted living beds will remain constant while the number of seniors and those with Alzheimer's disease will inevitably grow, widening the existing gap. More seniors will move outside of Natick in their twilight years. Adult care giving children residing in Natick, hoping to bring elderly parents to Natick from elsewhere will have no choice but to find placement farther away, outside of Natick.

With respect to Article 35, even if Articles 33 and 34 are approved, a significant opportunity will be missed if Article 35 is not also passed. The Windy-Lo Property presents a unique opportunity to provide assisted living resources while preserving significant open space. The Flagg family, owners of Windy-Lo, have closed their business and will sell the property to Artis, or if the Artis project cannot go forward, to another developer. Artis Senior Living, LLC, is a Virginia based company specializing in the construction, ownership, and operation of assisted living residences, primarily for people with Alzheimer's disease and related memory disorders and dementias. They have entered into an agreement with the Flaggs to purchase the Windy-Lo property. Like all development agreements this one has a time limit. The time limit was extended after the Fall Town Meeting, but will expire following this Town Meeting. Approval of the three Warrant Articles will allow this proposed development to go forward and apply for the required special permits and Site Plan Review from the Planning Board.

If the Warrant Article 35 is not passed, or is tabled for further review, the Artis agreement with the Flaggs will expire. It is likely the Flaggs will then sell the property to a residential developer. Alternate permitted uses are set forth on Exhibit A. A 17 lot residential subdivision, permitted by-right under existing RSB zoning, would be the most likely use of the Windy-Lo Property. This would have a negative financial impact on Natick, preclude the preservation of significant open space and buffer areas, create a cut-through street connecting Everett and Eliot Streets, and preserve few of the existing trees. A plan showing a possible 17 lot subdivision is attached as Exhibit B.

2. **What have other communities done on this topic? Please be specific. Provide source material or location where such material can be easily obtained online.**

As this is a Warrant Article related to use of a specific Natick property comparisons to other communities do not apply. Please see the discussion of this topic in the Article 34 Questionnaire.

3. **If this Warrant Article is approved by Town Meeting:**

- a. **What are the benefits to the Town and to the sponsor(s)? Please be specific.**

A detailed Fiscal Impact Analysis dated September 16, 2016, prepared by Fougere Planning & Development has been previously submitted to the Finance Committee and we refer you to that document for a detailed analysis of the financial benefits supporting approval of this article.

By way of summary, the Artis project provides many and varied benefits to the Town:

1. Narrows Natick's gap between assisted supply and demand. It will narrow, but not eliminate, the gap. Artis' project density of 72 Special Care and 60 Assisted Living Units will remain constant as the proposed ALOOD By-law would prohibit future expansion with density limitations. Natick, in the foreseeable future, will need more assisted living beds than Artis can provide at this location.
2. Natick's elderly stay in Natick. Will increase options for those who seek assisted living care in Natick.
3. Elderly parents living outside of Natick can join care giving children in Natick. Provides a new option for care giving children (45+) to bring elderly parents to the area and reside near them in Natick.
4. Open space preservation. The project will preserve and leave untouched approximately six acres at the north end of the property. In addition, the project preserves 2.5 acres of heavily forested area at the southwest corner of the property along Eliot Street.
5. Positively influence Natick's tax base. The project will generate approximately \$285,276 in gross revenue per year. Subtracting estimated municipal costs of \$64,764 the project will generate approximately \$220,509 in net yearly revenue. The following chart is from a draft financial analysis prepared by

Fougere Planning and Development, Inc.:

**Windy-Lo Property
Artis Project Fiscal Impact**

Projected Property Taxes	\$226,160
Projected Ambulance Fees	\$59,116
Projected Total Revenue	\$285,276
Projected Municipal Costs	
Police	-\$26,286
Fire and Ambulance	-\$31,500
Board of Health	-\$1,978
Misc. Expenses	-\$5,000
Total Costs	\$64,764
Net Positive Fiscal Impact	+\$220,509

It should be noted that the estimated value of the assisted living site was very conservative and trended to the lower end of potential assessment. If the per unit assessment of Whitney Place is used as a local comparative, the proposed assisted living project will generate an estimated \$335,969 a year in local property taxes, \$109,809 above the reported figures.

b. What specific financial interest(s), if any, do the sponsors have in getting this article passed?

Articles 35 was proposed by Citizens' Petition. Richard Glaser is listed as the Sponsor.

Richard Glaser serves as a paid legal consultant to Artis Senior Living LLC. Of other signers of the petitions, Alice N. Reich is Richard Glaser's spouse. The Flagg family are the owners of the Windy-Lo Property. Kathleen McGovern is a real estate broker who is the broker for the sale of the Flagg property to Artis.

c. What are the consequences to the Town and to the sponsor(s) if this article is passed? Please be specific on both financial and other consequences.

Please see response to the Question #1 above.

With respect to Artis Senior Living, LLC, it will have an opportunity to move forward with the permitting process, applying to the Special Permit Granting Authority for the special permits and Site Plan Review necessary for development of a 72 bed Special Care Residence and a separate 60 unit Assisted Living Facility.

4. **If this Warrant Article is not approved by Town Meeting what are the consequences to the Town and to the sponsor(s)? Please be specific on both financial and other consequences.**

1. Natick’s shortage of assisted living beds continues. As Natick’s population ages, the shortage will only worsen.
2. Natick’s seniors relocate to neighboring communities. Those seniors requiring assisted living care will be forced to leave Natick for assisted living residences elsewhere.
3. Natick’s care giving adult children have fewer options. A Natick resident wanting to move a parent to Natick requiring assisted living care closer to them will need to find placement in another town.
4. Added pressure to develop less suitable property. Windy Lo is ideal for assisted living and memory care. If Artis does not move forward Natick will be presented with requests for assisted living projects at less suitable locations. The demographics are too compelling for assisted living providers to not pursue opportunities in Natick.
5. Windy-Lo develops as a residential subdivision. The Windy-Lo property is currently zoned RSB. The most probable scenario is that it would be sold to a residential developer for development as a 17-lot subdivision along a new road connecting Eliot and Everett Streets, that is permitted by-right and with no need for variances or any form of regulatory relief. Other permitted uses are set forth in Exhibit B.

This would result in significant fiscal consequences. A 17 lot single family detached residential development will generate approximately \$253,759 in gross revenue per year. Subtracting estimated municipal costs of \$331,701, the subdivision will result in a negative yearly fiscal impact of approximately \$70,942. The following chart is from financial analysis prepared by Fougere Planning and Development, Inc.:

**Windy-Lo Property
Subdivision (17 Lot) Fiscal Impact**

Projected Property Taxes	\$253,759
Projected Car Excise Taxes	\$17,000

Projected Total Revenue	\$270,759
Projected Municipal Costs	
School Department	-\$294,984
Police	-\$12,159
Fire and Ambulance	-\$14,571
Total DPW – Roads & Sanitation	-\$15,016
Recreation and Parks	-\$971
Misc. Expenses	-4,000
Total Costs	-\$341,701
Yearly Net Negative Fiscal Impact	-\$70,942

It should be noted that the estimated value of the assisted living site was very conservative and trended to the lower end of potential assessment. If the per unit assessment of Whitney Place is used as a local comparative, the proposed assisted living project will generate an estimated \$335,969 a year in local property taxes, \$109,809 above the reported figures.

Increased school enrollment is the single greatest impact of a residential development. Using a factor of 1.4 school children per single family home, the development would add 24 school age children at a conservative cost of \$12,294 per student for a total impact of \$294,984. The students may also affect school capacity.

A 17 lot subdivision would cause the clearing and grading of the entire Windy-Lo property, thereby eliminating the open space and tree preservation associated with the Artis project.

5. **How long have the sponsors been working on and preparing to sponsor this article? Please indicate meeting dates and times for board, committee or group. Please provide approximate time ranges and effort for administrative staff.**

Work on this Warrant Article and Articles 33 and 34 began in early 2016 when Artis consulted with Town Manager Martha White, Building Commissioner David Gusmini, Community & Economic Development Director James Errickson and with the Natick Planning Board. Efforts commenced in February 2016 with a series of informal telephone conferences. There was one working session in June 2016 between Attorney James Hanrahan and James Errickson and Planning board member Terry Evans to discuss general zoning concepts. Warrant Articles were

drafted by Artis' legal consultants and ultimately submitted for consideration by the Fall 2016 Town Meeting. During the hearing process before both the Planning Board and Finance Committee, it became clear that the ALOOD Article in particular, required further refinement and community input before it should be debated at Town meeting. Both the Planning Board and Finance Committee recommended that the articles be referred to the Planning Board for further refinement. Town Meeting accepted those recommendations and voted accordingly.

In January 2017 the Planning Board formed a working Group comprised of Planning Board Members Glenn Glater and John Wadsworth, Community & Economic Development Director James Errickson and Senior Planner Ted Fields to work on refinement of the proposed ALOOD By-law. Two meetings were held which were well attended by community members interested in this proposal, including opponents. As a result of these meetings and input, the Sponsors made substantial revisions to the proposed By-law and submitted the three Warrant Articles to the Town for inclusion in the Spring Town Meeting Warrant.

6. Has this been presented to any other relevant Natick Town Boards and/or Committees ? What actions, if any, have they taken?

On March 22, 2017 the Planning Board held a public hearing to consider Article 35. The Planning Board had a full agenda and did not reach this Warrant Article until after midnight. Given the late hour the Planning Board continued the hearing with respect to Article 35 until March 29, 2016.

7. Please provide a proposed motion for this Article. A specific written motion is strongly recommended.

Motion to include certain parcels of land located on Eliot Street and Everett Street within the Assisted Living Option Overlay District, specifically those parcels of land identified on Assessor's Map number 72 as parcels 39E, 39L, and 39K, intending to describe that land contained in deeds recorded in Middlesex South District Registry of Deeds in book 12972, page 120 (parcel 39E, but excepting Parcel 41)), book 48268, page 575 (parcel 39L), book 59285, page 131 (parcel 39K), and excepting therefrom the land described in book 60812, page 376, all as more particularly described on a Plan entitled "Assisted Living Option Overlay District" (Assessors Map 72, lots 39E, 39L, and 39K) 309 and 311 Eliot Street, Natick Massachusetts, by McKenzie Engineering Group, Inc. attached hereto as Exhibit A to Article 35 and the narrative description attached hereto as Exhibit B to Article 35.

8. Explain any differences between the original article and the motion.

The motion is consistent with the original Warrant Article 35 as published in the Town Meeting Warrant.

EXHIBIT A

What is Windy-Lo's existing zoning and what is permitted?

The Windy-Lo Property is located entirely within the Residential Single – B (“RSB”) Zoning District and is not located in any overlay district or the Floodplain District. The following uses are permitted by right in the RSB District pursuant to Section III.A.2 of the Natick Zoning By-Laws:

1. One-family detached dwelling;
2. Private garage or outdoor vehicle storage in connection with a dwelling for not more than three motor vehicles which shall not include more than one commercial vehicle two and one-half tons gross weight or more than one vehicle owned by a non-resident of the premises except in the case of a farm operated on a full-time basis by a resident thereon;
3. A stall or stand for selling farm or garden products a major portion of which is raised or produced on the premises by the owner or lessee thereof;
4. Greenhouse, nursery and truck garden;
5. Customary home occupation within the principal building conducted by a resident of the premises (or by owners of the premises where such premises abut Route 135 (Central Street) and are within the Central Fire District) provided that not more than one other person is regularly employed therein in connection with such use; that not more than twenty-five per cent of the total area not to exceed four hundred square feet is regularly devoted to such use; that there is no exterior storage of materials or equipment; and that no display of products is visible from the street;
6. Off-street parking as permitted in the Zoning By-Laws;
7. Indoor wireless communications facility;
8. Church, rectory, convent, parish house, and other religious institutions;
9. Schools: public, religious, sectarian, or private; and
Library or museum.

The following uses require a Special Permit in the RSB District:

1. Family suite;
2. Lodge building or other non-profit social or civic use, but not including any use the principal activity of which is one customarily conducted as business;
3. Farm for the raising, keeping and sale of cattle, horses, sheep, goats and for the growing and sale of all agricultural products including fruits, vegetables, hay and grain, all dairy produce, and eggs;

4. Premises for the raising of swine, poultry, fowl and fur-bearing animals;
5. Building accessory to a dwelling or premises to be used as an office or workroom for the conduct of a professional office or studio or customary home occupation by a resident thereon provided that the same conditions shall apply as hereinbefore set forth for such use in a dwelling;
6. Dumps and use of land for the disposal of refuse by the sanitary-fill method provided the same is also approved by the Board of Health and vote of the Town;
7. For an office, studio or workroom connected and strictly accessory to the residence of the occupant, and in which no activity inappropriate to the district shall be carried on;
8. Private landing area to be used solely for the landing, taking off, and storage of privately owned airplanes and/or helicopter;
9. Municipal facilities and building for public uses and purposes, including a Town-owned dump;
10. Public service and public utility structure including telephone exchange;
11. Wireless communications facility, including only a BMWCF, an AWCF, and co-locating a WCF on an existing free standing monopole or lattice tower;
12. Licensed nursery school or other use for the day care of children, but not including day or summer private camps operated for profit;
13. Cemetery;
14. Dog kennel; and
15. Other accessory uses normally incidental to a permitted use.

Additionally a number of uses would be allowed at the property pursuant to M.G.L. c 40A § 3, commonly known as the Dover Amendment. Under this statute a non-profit educational corporation would be able to develop and use the property for a wide range of non-profit educational uses, subject only to reasonable restrictions concerning bulk, dimensional and parking requirements. Under Massachusetts law educational uses are very broadly defined for the purpose of qualifying for Dover Amendment protection. Typical examples of Dover Amendment projects include:

1. schools;
2. medical care facilities;
3. group homes serving a wide range of resident needs including substance abuse treatment, mental health treatment and short or long term rehabilitation;
4. educational conference centers or training facilities; and half-way houses for individuals transition from incarceration.

EXHIBIT B FOR ARTICLE 35

ALOOD PARCEL LEGAL DESCRIPTION

A parcel of land situated on the northerly side of Eliot Street and the southerly side of Everett Street in the town of Natick, Middlesex County, Massachusetts being more particularly described as follows:

BEGINNING at a point on the northerly right of way line of said Eliot Street, being the southeasterly corner of the land herein described;

thence along said Northerly right of way line the following 3 courses;

S 82°40'51" W a distance of 70.65';

thence with a curve turning to the right with an arc length of 134.31' and a radius of 646.64';

thence N 85°25'09" W a distance of 481.67';

thence N 28°16'39" W a distance of 153.96';

thence N 05°17'09" W a distance of 304.07';

thence N 15°12'21" E a distance of 112.64';

thence N 26°09'21" E a distance of 65.70';

thence N 40°09'46" E a distance of 120.00';

thence N 03°02'34" E a distance of 339.46';

thence N 02°51'16" E a distance of 154.81';

thence N 86°52'18" E a distance of 139.82';

thence S 79°50'13" E a distance of 107.36';

thence N 18°11'54" E a distance of 56.69';

thence with a curve turning to the left with an arc length of 133.18' and a radius of 492.31';

thence N 02°41'54" E a distance of 137.00' to the southerly right of way line of said Everett Street;

thence along said southerly right of way line with a curve turning to the right with an arc length of 73.19' and a radius of 648.98';

thence with a reverse curve turning to the left with an arc length of 52.08' and a radius of 33.45';

thence S 02°41'54" W a distance of 108.71';

thence with a curve turning to the right with an arc length of 144.00' and a radius of 532.31';

thence S 18°11'56" W a distance of 323.38';

thence N 87°59'45" E a distance of 195.86';

thence S 85°59'42" E a distance of 64.00';

thence S 65°24'03" E a distance of 158.94';

thence S 02°50'47" W a distance of 726.75';

thence S 20°13'39" E a distance of 160.70' to the POINT OF BEGINNING;

containing an area of 16.64 acres more or less.

The above described parcel of land comprises Assessor's Map number 72; parcels 39E, 39L, and 39K intending to describe a portion of that land contained in deeds recorded in the following books:

A portion of land in book 12972, page 120 (parcel 39E)

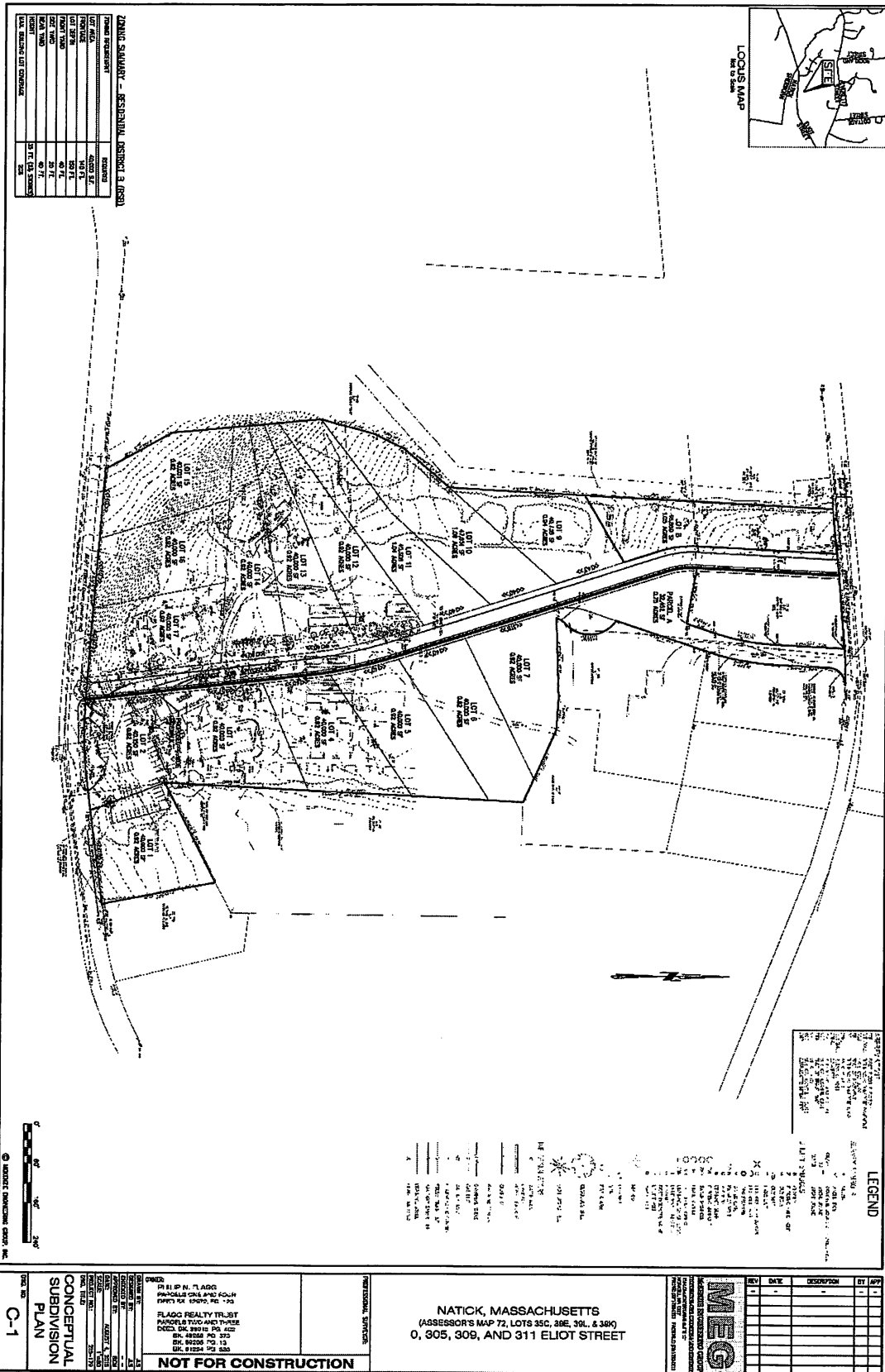
book 48268, page 575 (parcel 39L)

book 59285, page 131 (parcel 39K)

excepting therefrom the land described in book 60812, page 376

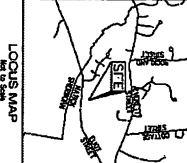
being also shown on a plan entitled "Assisted Living Option Overlay District Parcel (Assessor's Map 72, 39E, 39L, & 39K) 309 and 311 Eliot Street Natick, Massachusetts" dated February 2, 2017 by McKenzie Engineering Group, Inc.

EXHIBIT B



ZONING SUMMARY - RESIDENTIAL, DISTRICT 3 (R3D)

MINIMUM REQUIREMENT	REQUIREMENT
LOT AREA	4,000 SQ. FT.
LOT WIDTH	35 FT.
LOT DEPTH	90 FT.
MIN. FRONT YARD SETBACK	25 FT.
MIN. SIDE YARD SETBACK	5 FT.
MIN. REAR YARD SETBACK	5 FT.
MIN. FRONT SETBACK	5 FT.
MIN. SIDE SETBACK	5 FT.
MIN. REAR SETBACK	5 FT.
MIN. FRONT SETBACK	5 FT.
MIN. SIDE SETBACK	5 FT.
MIN. REAR SETBACK	5 FT.



LEGEND

SYMBOL	DESCRIPTION
(Symbol)	PROPOSED LOT
(Symbol)	EXISTING LOT
(Symbol)	PROPOSED DRIVEWAY
(Symbol)	EXISTING DRIVEWAY
(Symbol)	PROPOSED EASEMENT
(Symbol)	EXISTING EASEMENT
(Symbol)	PROPOSED WALKWAY
(Symbol)	EXISTING WALKWAY
(Symbol)	PROPOSED BIKEWAY
(Symbol)	EXISTING BIKEWAY
(Symbol)	PROPOSED UTILITY
(Symbol)	EXISTING UTILITY
(Symbol)	PROPOSED FENCE
(Symbol)	EXISTING FENCE
(Symbol)	PROPOSED CURB
(Symbol)	EXISTING CURB
(Symbol)	PROPOSED SIDEWALK
(Symbol)	EXISTING SIDEWALK
(Symbol)	PROPOSED DRIVEWAY
(Symbol)	EXISTING DRIVEWAY
(Symbol)	PROPOSED EASEMENT
(Symbol)	EXISTING EASEMENT
(Symbol)	PROPOSED WALKWAY
(Symbol)	EXISTING WALKWAY
(Symbol)	PROPOSED BIKEWAY
(Symbol)	EXISTING BIKEWAY
(Symbol)	PROPOSED UTILITY
(Symbol)	EXISTING UTILITY
(Symbol)	PROPOSED FENCE
(Symbol)	EXISTING FENCE
(Symbol)	PROPOSED CURB
(Symbol)	EXISTING CURB
(Symbol)	PROPOSED SIDEWALK
(Symbol)	EXISTING SIDEWALK

NO.	DATE	DESCRIPTION	BY	APP.
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

NATICK, MASSACHUSETTS
(ASSESSOR'S MAP 72, LOTS 35C, 28E, 30L, & 34K)
0, 305, 308, AND 311 ELIOT STREET



NO.	DATE	DESCRIPTION	BY	APP.
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

CONCEPTUAL SUBDIVISION PLAN
C-1

NOT FOR CONSTRUCTION

PROJECT: 00-111
DATE: 08/20/2018
SCALE: AS SHOWN
DRAWN BY: J. BROWN
CHECKED BY: J. BROWN
APPROVED BY: J. BROWN

Fiscal Impact Analysis

Assisted & Memory Care Residence Natick, MA

**Applicant: Artis Senior Living, LLC
September 16, 2016**

**Prepared By
Fougere Planning & Development, Inc.**

FOUGERE PLANNING & DEVELOPMENT, Inc.

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FISCAL IMPACT ANALYSIS

Artis Senior Living September 16, 2016

1. Project Synopsis

Fougere Planning and Development, Inc. has been engaged by Artis Senior Living, LLC (“Artis”) to undertake this Fiscal Impact Analysis in order to outline the financial impacts to the Town of Natick from the proposal to construct a 72 unit memory care facility and an adjoining 60 unit (75 bed) assisted living residence on a parcel of land measuring approximately 17 acres located on Eliot Street, presently the site of the Windy Lo Nursery. In both the assisted living and memory care facilities, staff will assist residents with activities of daily living including 24 hour nursing assistance. As part of this proposal, approximately six acres of open space fronting on Everett Street will be reserved for conservation. Artis has been crafting zoning language that would allow this use and present these amendments to town meeting this fall. Community outreach meetings have taken place with neighbors to garner input relative to this proposal. As a comparative part of this analysis, this Report reviews the impacts associated with a 17 lot single family home subdivision that could be constructed by right with existing zoning and without the need for variances or other relief from zoning or development regulations.

Based on extensive research, review of local documents, and interviews with numerous public officials, this analysis concludes that the assisted living residence proposed by **Artis will have a yearly positive fiscal impact of over \$220,000** on the community while the a single family home development will have a yearly **negative** fiscal impact of over **\$70,000**.

The purpose of this report is to provide the community with a fiscal planning tool so that the individual town departments gain an understanding of the service demand and financial impacts that may occur as a result of this development.

1.1 Summary of Findings – Memory Care & Assisted Living

- Consistent with New England wide trends, Natick is aging with those individuals over the age of 60 increasing 18.8% since 2000, supporting the need for expanded memory care and assisted living options for Natick’s seniors.
- The proposed memory care and assisted living community will generate approximately \$285,000 in gross revenue per year. Taking into consideration estimated municipal costs of \$64,764, the proposed project will yield approximately **\$220,509** in net positive yearly revenue.
- The comparative single family home development will generate \$253,759 in gross revenue, \$341,701 in costs, and yield a negative yearly fiscal impact of \$70,942.

2.0 Introduction

Fougere Planning and Development, Inc. has been engaged by Artis Senior Living, LLC (“Artis”) to undertake this fiscal impact analysis in order to outline the financial impacts to the Town of Natick from the proposal to construct a 72 unit memory care facility and an adjoining 60 unit (75 bed) assisted living residence on a parcel of land measuring approximately 17 acres located on 305 Eliot Street, presently the site of the Windy Lo Nursery. In addition, one single family lot will be sold for development. The report also reviews the fiscal impacts of a 17 lot single family residential development which is permitted by right on the property.

The assisted living development will construct a 72 unit (single occupancy) 33,800 square foot single story memory care residence and an adjoining 60 unit, (75 bed) single story 53,650 square foot assisted living residence on an approximately 11.6 acre site; Figure 1. Approximately six acres of the northern portion of the property will be preserved for conservation. The site will be accessed by a single drive. All on-site roads, parking areas and trash pickup will be privately maintained. Town sewer and water will service the site with user fees covering all costs.

It is anticipated that the senior housing development will be completed in a single phase and will take approximately 14 months to complete.

**Figure 1
Site Outline**



2.1 Local Trends

Population

Natick's population has seen modest growth over the last 14 years, with new residential development attracting young families along with the sale of existing housing units.

Census figures report that from 2000 to 2014 Natick's population increased from 32,170 to 34,230, representing a 6.4% growth rate over the 14-year census period. During this same period school enrollments significantly increased, rising 24.3% from 4,236 to 5,266¹.

¹ Town of Natick School Department

Even with the in-migration of young families attracted to Natick’s excellent school system the community continued to age, with individuals over the age of 60 increasing from 5,943 to 7,063 (an 18.8% increase) since 2000; Table 1.

Table 1
Population 60+ 2000 - 2014

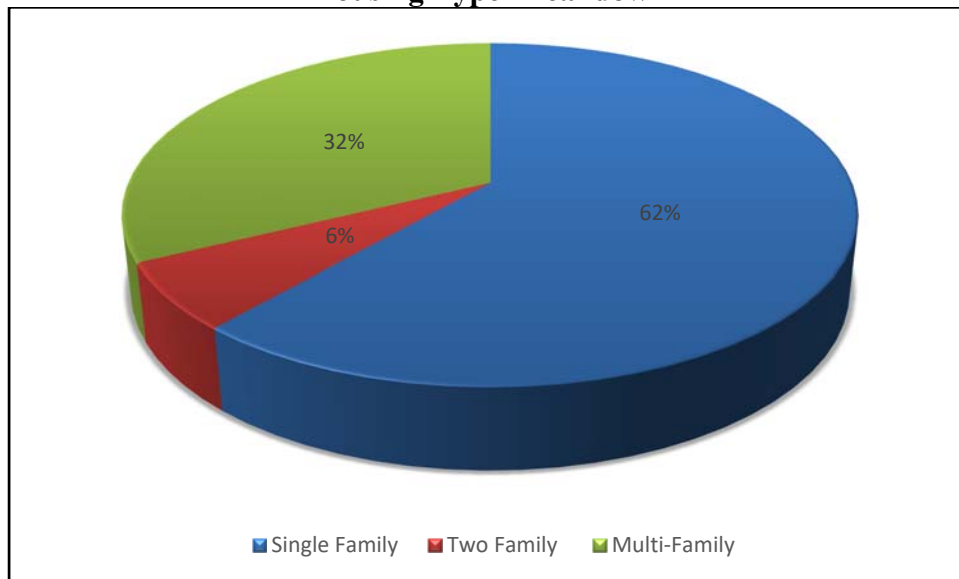
Age 60+ 2000	Age 60+ 2014	% Increase
5,943	7,063	18.8%

Due to these factors the median age in Natick rose from 38.2 to 41.7. This “aging trend” is not only occurring in Natick, but throughout New England, as all six New England states rank within the top ten for the oldest median age² in the Country.

2.3 Housing

The majority of Natick’s housing stock consists of single family homes, with the most recent Census³ data reporting 8,878 units (67.9%) out of a total housing stock of 14,459; Figure 2.

Figure 2
Housing Type Breakdown



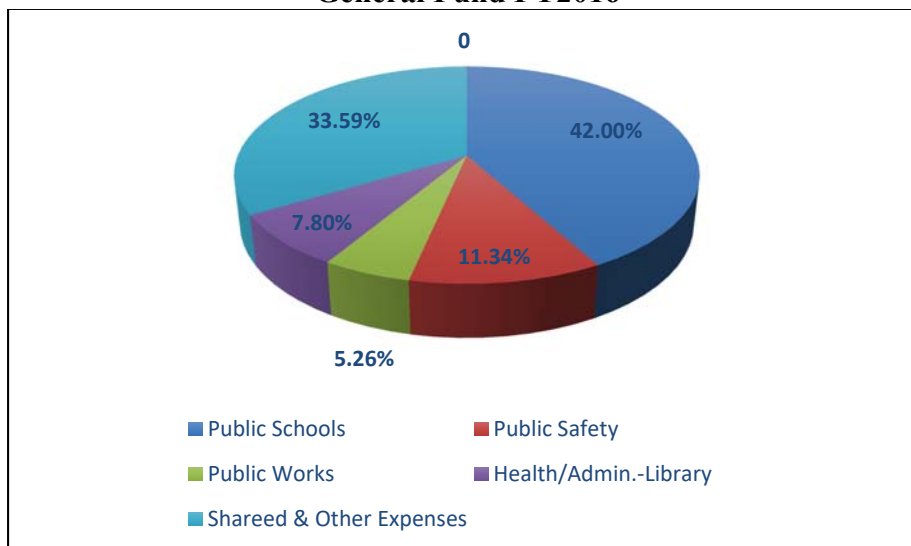
² 2014 US Census Bureau median age statistics.

³ US Census Bureau American FactFinder, Selected Housing Characteristics, 2008-2012 American Community Survey 5-year estimate.

2.4 Budget History

Natick’s total operating budget for 2016 is \$131,102,761 increasing 8.8% over the last four years. Public Safety and the School Department account for 53% of Natick’s \$131,102,000 budget (Figure 3). These Departments have the largest personnel and the most direct impact on municipal expenditures. Given the large budgetary impact these Departments have on the community, they are the primary focus of this report. Table 2 outlines total appropriations over all departments over the last four years.

**Figure 3
General Fund FY2016**



**Table 2
Appropriation History⁴ 2013 - 2016**

	2013	2014	2015	2016	% Change
Education	\$48,453,837	\$49,859,524	\$52,586,719	\$55,064,668	13.64%
Public Safety	\$13,282,849	\$14,063,637	\$14,692,086	\$14,871,840	11.96%
Public Works	\$7,797,786	\$7,097,767	\$6,855,187	\$6,899,573	-11.52%
Libraries	\$1,996,271	\$1,413,433	\$2,247,396	\$2,244,313	12.43%
Health & Human Services	\$1,880,399	\$2,026,237	\$2,131,142	\$2,186,956	16.30%
Admin. Support Services	\$4,638,867	\$5,200,016	\$5,520,559	\$5,771,811	24.42%
Committees	\$14,652	\$26,060	\$29,360	\$23,550	60.73%
Shared Expenses	\$33,661,125	\$36,981,914	\$38,198,394	\$39,614,588	17.69%
Non-Operating Expenses	\$8,747,114	\$11,624,807	\$10,028,324	\$4,425,462	-49.41%
Total	\$120,472,900	\$128,293,395	\$132,289,167	\$131,102,761	8.82%

⁴ Town of Natick FY 2016 Preliminary Budget; 2015 Finance Comm. Town Meeting Rec.

School and Public Safety Departments have the largest budgets, with the largest percentage increases occurring in Committees and Administrative Support Services. The School Department has seen the largest dollar increase over the last four years, increasing by \$6,610,000. Given the significant enrollment pressures being experienced in the School Department, this large increase in spending is expected. Benefits play a major role as budget drivers, rising 17.69% over this four year period, which is not surprising given that a majority of the total operating costs are labor costs. Overall, total appropriations have increased 8.82% since 2013.

3.0 Fiscal Methodology

There are a number of methodologies that are used to estimate fiscal impacts of proposed development projects. The Per Capita Multiplier Method is the most often used analysis to determine municipal cost allocation. This method is the classic “average” costing method for projecting the impact of population growth on local spending patterns and is used to establish the costs of existing services for the new development. The basic premise of this method is that current revenue/cost ratios per person and per unit is a potential indicator of future revenue/cost impacts occasioned by growth. The advantage of this approach is its simplicity of implementation; however, the downside of this approach is that the methodology calculates the “average” cost as being the expected cost, which is often not the case, and costs can be exaggerated—in some cases significantly. For most new land uses, many department budgets are not measurable impacted in any long term way. To account for this, we have approached this analysis to measure impacts to reasonably estimate potential actual costs that may occur in the community. In reviewing exclusively those town departments that will realize a measurable impact, a truer picture of anticipated costs impacts can be determined.

At the beginning of this project, meetings were held with key town department heads and officials. The purpose of these meetings was to outline the fiscal impact approach, as well as to hear from local officials relative to their concerns about present service capacity and how the proposed development scenarios may impact them. Specifically, meetings and/or discussions took place with the School Officials, Assessing Officials, Public Health, Fire and Police.

Memory Care & Assisted Living Residence Findings

4. Project Revenues

Property Tax Revenue

Local property taxes provide most of General Fund revenue⁵ for the Town, providing 76% of total revenues in 2016. The remaining income was received from State Aid (9.9%) and Other Receipts/revenues totaling 14%. The 2016 real estate tax rate for the Town is \$13.57; this rate is applied to both residential and non-residential properties.

Table 3 outlines the estimated municipal property tax revenue that will be generated by the proposed project. The Consultant met with Assessing Officials to discuss the proposed project. The Department, as a general rule, uses the Income Approach to arrive at an assessed value for this type of land use. Using the Income Approach and an estimate of income from operations, a project value of \$16,666,000 was determined which will generate \$226,157 in annual local tax revenue.

**Table 3
Anticipated Property Tax Revenue**

Estimated Project Value	Tax Rate \$13.57/\$1,000	Property Tax Revenue
\$16,666,000		\$226,157

The cost associated with the one single family lot under this development scenario is reported in Table 12.

5.0 Project Costs

5.1 Emergency Response

The Police and Fire Departments are projected to have the most direct impact from the proposed project. For fiscal year 2016, the Police Department budget is \$6,624,215 and the Fire Department budget is \$8,079,621. To assess the degree of impact this project would have on these departments, five comparable assisted living facilities with a total of 303 units were analyzed. Three years of call data was obtained and averaged to

⁵ Town of Natick FY 2016 Town Meeting Preliminary Budget: General Fund Revenue/Expend. Summary

determine the numbers of calls annual per project and per unit. These ratios were then totaled to derive a total average call volume for all 303 units, which was then used to generate projected emergency calls for each Department.

Extrapolating from the comparable call data, negligible increases are projected to the Town's Police and Fire Departments. Annual Police calls are projected to increase by 51 calls (.008% increase), annual fire/ambulance calls are projected to increase by 114 calls (2.3%), creating minimal operational impacts.

Based upon the operational practices of Artis suggest the projected fire/ambulance call volumes noted below are not the norm. Artis projects have professional, licensed nurses around the clock covering all shifts which is not standard protocol in the industry or required by state licensure. It has been the experience of Artis that with this care program many issues are addressed on site and the need for emergency services are avoided. In reviewing ambulance call data from an Artis operated residence in Great Falls Virginia, calls for service averaged just under 2.5 calls per month. It is anticipated that this lower level of activity will occur at the proposed Natick residence.

Police Department

The Police Department is projected to see a yearly increase of 51 calls which represents less than a 1% increase in 911 call volume. Table 4 details the comparable call data that was used to generate projected calls for the Artis project.

**Table 4
Average Calls: Police**

Project	Town	Units	Avg. Police Calls Per Year⁶	Avg. Call Per Unit	Projected Yearly Calls
Waltham Crossings	Waltham	89 Units	42	0.4719	
Bridges Epoch	Westford	64 Units	42	0.6563	
Avita of Needham	Needham	62 Units	15	0.2419	
Whitney Place	Natick	88 units	17	0.1932	
Average Totals		303 Units	116	0.3828	
Projected Artis		132 Units			51 Yearly Calls

To put the call volume into perspective, Table 5 presents three years of total call volume to the Natick Police Department. The Artis project is projected to generate 51 calls a year, a .007% increase, or 1 call per week. This same methodology was followed for fire and ambulance calls outlined below.

**Table 5
Natick Police 911 Call Volume Comparison⁷**

Year	Yearly 911 Calls
2012	7,073
2013	7,002
2014	7,351
3 Year Avg.	7,142
Projected Calls	51
% Increase	.007%

To assess a fiscal impact of this project, the breakdown of residential and non-residential assessments in the community was considered, which shows that 77.6% of Natick is assessed residentially; therefore 77.6% of the Police Department’s budget is assigned to residential uses. This analysis results in an estimated Police Department impact of \$26,286.

⁶ Based upon three years of data.

⁷ Town Budget Document, 2015 page 108

**Table 6
Police Department Fiscal Impact**

2016 Police Budget⁸	\$7,887,977
77.6% Residential	
% Budget Residential	\$6,121,070
34,230 Town Residents	
Cost Per Capita	\$178.82
Projected Cost With 147 residents	\$26,286

The Consultant discussed the project with Police Department personnel to review the findings. Police Department Staff believes the projected calls are reasonable or might possibly over estimate what will occur. Police Staff felt that the activity observed at Whitney Place will be more representative of the impact on the Department than the higher average noted in Table 4. Staff believed that the estimated cost was reasonable, but did note that the patrol area for this neighborhood may have to be evaluated after the project has been operating for a year or two. Patrols are assigned based upon the volume of calls and the neighborhood presently has a very low emergency call volume.

Fire Department

In Natick, the Fire Department protocol is to have a fire truck accompany all ambulance calls. A higher projected call volume is anticipated for the Fire Department, with an estimated 114 fire/ambulance calls a year, or 2.1 per week. Even though a lower fire call volume was projected in this report, the higher number of ambulance calls were used to represent the impacts to the Department. Table 7 and 8 detail the comparable call data that was used to generate projected calls from Artis.

⁸ Includes Fringe Benefit & retirement costs of \$15,602 per person.

Table 7
Average Calls: Fire

Project	Town	Units	Avg. Fire Calls Per Year	Avg. Call Per Unit	Projected Yearly Calls
Waltham Crossings	Waltham	89 Units	96.00	1.0787	
Bridges Epoch	Westford	64 Units	5.00	0.0781	
Avita of Needham	Needham	62 Units	5.00	0.0806	
Whitney Place	Natick	88 Units	84.00	0.9545	
Average Totals		303 Units	190.00	0.6271	
Projected Artis		132 Units			83

Table 8
Average Calls: Ambulance

Project	Town	Units	Avg. Ambul. Calls Per Year	Avg. Call Per Unit	Projected Yearly Calls
Waltham Crossings	Waltham	89 Units	111.00	1.2472	
Bridges Epoch	Westford	64 units	55.00	0.8594	
Avita of Needham	Needham	62 Units	11.00	0.1774	
Whitney Place	Natick	88 Units	84.00	0.9545	
Average Totals		303 Units	261.00	0.8614	
Projected Artis		132 Units			114

Table 9 includes three years of call data for the Fire Department. The Artis project is projected to generate 114 calls per year which represents a 2.3% increase in the Department's average call volume of 4,940.

**Table 9
Natick Fire Department Call Volume Comparison**

Year	Yearly Total Calls⁹
2013	4,726
2014	4,901
2015	5,194
3 Year Avg.	4,940
Projected Calls	114
% Increase	2.3%

A meeting was held with Fire Department Staff to discuss this project and review the statistical assumptions. In reviewing the projected call volumes from the various assisted living examples provided in Table 7 and 8, Staff believed that the projected call volumes were appropriate. Staff did note that for all ambulance calls, a fire truck will accompany the ambulance to assist on the call. Reviewing the preliminary design and project concept, Fire Staff did not see any problems with the proposal. It was noted that a detailed site plan review will take place by the Fire Engineer when the project is formally submitted.

As with the Police Department, to assess a fiscal impact of this project on the Fire Department, the same methodology was used by assigning 77.6% of the Fire Departments budget to residential uses. The proposed project is expected to have a maximum of 147 residents. The Fire Department budget for 2016 is \$9,452,597 and the most recent census data indicates that the Town has a population of 34,230¹⁰. Dividing the population into the Fire Department's budget arrives at a per capita cost of \$214.29 per person resulting in an estimated yearly fiscal impact of \$31,500; Table 10.

⁹ 2015 Town Report, page 74.

¹⁰ 201-2014 American Community Survey.

**Table 10
Fire Department Fiscal Impact**

2016 Fire Budget¹¹	\$9,452,597
77.6% Residential	
% Budget Residential	\$7,335,215
34,230 Town Residents	
Cost Per Capita	\$214.29
Projected Cost With 147 residences	\$31,500

Over the past three years the Town has generated an average of \$1,569,000 in ambulance fees with an average call volume over that period of 3,020 calls. This translates into an average reimbursement of \$519 per call. Based upon an estimated 114 calls, \$59,116 in yearly ambulance revenues have been projected.

5.2 Other Departments

Given the limited effect associated with the proposed assisted living complex the only other Town Department that will experience any form of impact will be the Board of Health. All trash and snow removal will be privately maintained; sewer and water impacts will be paid for through user fees.

Board of Health

The Public Health Department was consulted to discuss the project. The Department will be involved in reviewing the building construction plans when they are submitted to the Building Department. Once complete, the development will be inspected twice a year. The cost impact allocated to the Board of Health is \$1,978; Table 11.

¹¹ Includes Fringe Benefits & retirement.

**Table 11
Public Health Department Fiscal Impact**

2016 Public Health Budget¹²	\$593,458
77.6% Residential	\$460,523
34,230 Town Residents	
Cost Per Capita	\$13.45
Projected Cost With 147 residences	\$1,978

Building Department -Inspectional Services

Based upon the estimated building cost of \$15,300,000 for both the memory care and assisted living facility, the Department is projected to receive an estimated \$229,500 in fees. These fees will more than offset any department impacts associated with the project.

Miscellaneous Costs

Few other measurable costs will be seen by other departments in the community, but to be conservative, \$5,000 has been allocated for miscellaneous expenses.

Other Benefits

Other economic benefits are projected as a result of the proposed residential community, including additional meals taxes, local economic growth, and new construction jobs. The single phase construction lasting approximately one year will infuse a significant economic boost into the local and regional economy, with dozens of tradesmen involved in building the project and millions of dollars spent on construction supplies and materials.

¹² Includes Fringe Benefits.

Summary

Table 12 summarizes the estimated revenues and expenses associated with the proposed assisted living development. Gross revenues are anticipated to be \$285,273 a year with a net positive yearly benefit of \$220,509.

Table 12
Assisted Living Residence
Revenue & Expense Summary

Projected Property Taxes	\$226,157
Projected Ambulance Fees	\$59,116
Projected Total Revenue	\$285,273
Projected Municipal Costs	
Police	-\$26,286
Fire	-\$31,500
Board of Health	-\$1,978
Misc. Expenses	-\$5,000
Total Costs	\$64,764
Net Positive Fiscal Impact	+\$220,509

6.0 Single Family Development Scenario

Single family homes are a permitted use on the subject site. McKenzie Engineering Group designed a 17 lot subdivision of approximately 40,000 square foot lots along with the construction of a new 1,558 foot long town street connecting Everett and Eliot Streets. It is anticipated that this use would connect to both municipal water and sewer. The following analysis reviews the fiscal impacts associated with this proposed allowed use.

6.1 Property Tax Revenue

As previously stated, local property taxes provide the bulk of the Town's General Fund revenue¹³ contributing 76.1% of the Town's revenues. The 2016 tax rate for the Town is \$13.57 and is applied to both residential and non-residential properties.

In reviewing estimated values for the residential properties, recent single family home developments were reviewed. Hunter Lane is the newest single family home subdivision in the community, with homes selling in the range of \$890,000 to \$1,200,000. Given this property will have larger lots, an average home price of \$1,100,000 was used which will generate approximately \$253,759 in yearly tax revenue from the 17 lots; Table 13.

Table 13
Anticipated Property Tax Revenue

17 Homes @ \$1,100,000 per home	\$18,700,000 Total Value
Natick Tax Rate \$13.57/\$1,000	\$253,759 Estimated Tax Revenue

¹³ Town of Natick FY 2016 Town Meeting Preliminary Budget: General Fund Revenue/Expend. Summary

6.2 Excise Tax Revenue

Another major revenue source for the community is from local motor vehicle excise taxes. In fiscal year 2016, the Town estimated these excise taxes would generate \$4,596,250. Based upon a projection of two vehicle registrations per home, an excise tax revenue stream can be calculated.

The car excise tax is \$25 per thousand MSRP value of a vehicle, with the first year equaling 90% of the MSRP value; the percentage drops to 5% in the 5th year. For this revenue projection, the Assessing Department suggested, given the expected value of the homes, that a 50% MSRP car value be used since the expectation is that those who will live in these homes will be purchasing newer cars. Based on this methodology, the projected excise tax revenue is outlined in Table 14.

Table 14
Motor Vehicle Excise Taxes

34 vehicles @ \$40,000 each	\$1,360,000
50% x \$1,360,000/ 1,000 x \$25 =	\$17,000

6.3 State Revenue

Chapter 70 educational aid is the Commonwealth's primary program for distributing its portion of K – 12 public education funding to local communities. The formula aims to ensure that each school district has sufficient resources to provide an adequate education for all of its students.¹⁴ The formula is based upon a number of factors including enrollments, demographic groups, education spending categories, and income and property values. In 2015, Natick received \$9,066,512 from this revenue source or \$1,722 per student¹⁵. With the rising enrollments the School Department has been seeing Chapter 70 aid steadily rising; Table 15. With a projected enrollment level of 24 students¹⁶ an estimated increase of \$41,328 in Chapter 70 Aid based upon 2015 Aid figures is expected. As outlined below, this Aid is subtracted from gross per student costs to generate an estimated net per student cost.

¹⁴ MassBudget: Budget and Policy Center Outline

¹⁵ Dec. 4, 2015 k – 12 enrollment figure, Town Meeting budget outline

¹⁶ School enrollment projections outlined below.

Table 15
Chapter 70 Aid 2011 - 2015

	2011	2012	2013	2014	2015
Chapter 70	\$7,168,756	\$7,245,287	\$8,053,067	\$8,659,358	\$9,066,512
Enrollment	4,737	4,858	4,974	5,182	5,266
Per Student Aid	\$1,513	\$1,491	\$1,619	\$1,671	\$1,722

6.4 School Department

As noted earlier, school costs traditionally make up the largest single department in Natick’s budget with \$55,064,668 allocated to the school system out of a total budget of \$131,100,000. The following analysis relies on existing and projected enrollment data and Natick’s School Department capacity and expense figures in order to assess the projected increase in costs associated with the proposed community.

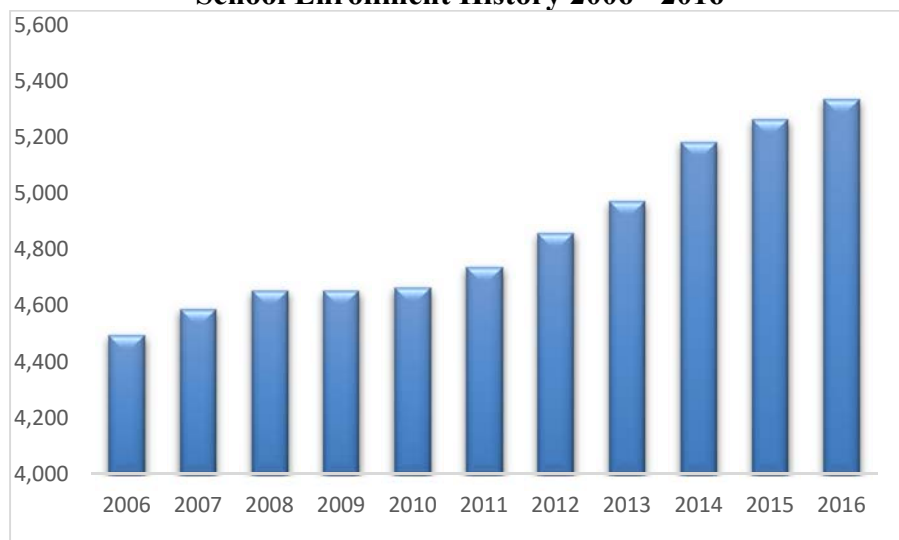
School Enrollment

To gain an understanding of this community’s potential fiscal impact, the anticipated number of school children that may be generated by a single family project needs to be analyzed. To estimate the number of school age children that could be expected from a single family development, data from comparable developments was obtained from Natick Assessing Officials (price point, age, number of bedrooms) that would be comparable to new single family home development. A total of 67 single family homes within four neighborhoods were analyzed, including the recently completed Hunter Lane (22 homes). The School Department provided the number of students that are presently residing in these developments which showed that the average number of school children in each home ranged from 1.15 to 2.07 or an average of 1.40 school children per home. Based on this data, a 17 single family (four and five bedroom) development is estimated to generate **24 school age children** based upon the average of 1.4 children per home. Applying both the low and high average school children per home results in range of 20 and 36 new school children that could reside within a 17 lot single family home development.

Enrollment History

Because of its strategic location and excellent reputation, the Natick school system has seen an increase in enrollments since 2006, increasing by 842 students or 18.73%; Figure 4. This enrollment expansion has expanded staffing levels¹⁷ from 581 to 644 since 2010, a 10.8% increase. This dramatic enrollment growth has also been documented by the University of Massachusetts Donahue Institute which ranked Natick as having the 6th fastest growing population in the Commonwealth.

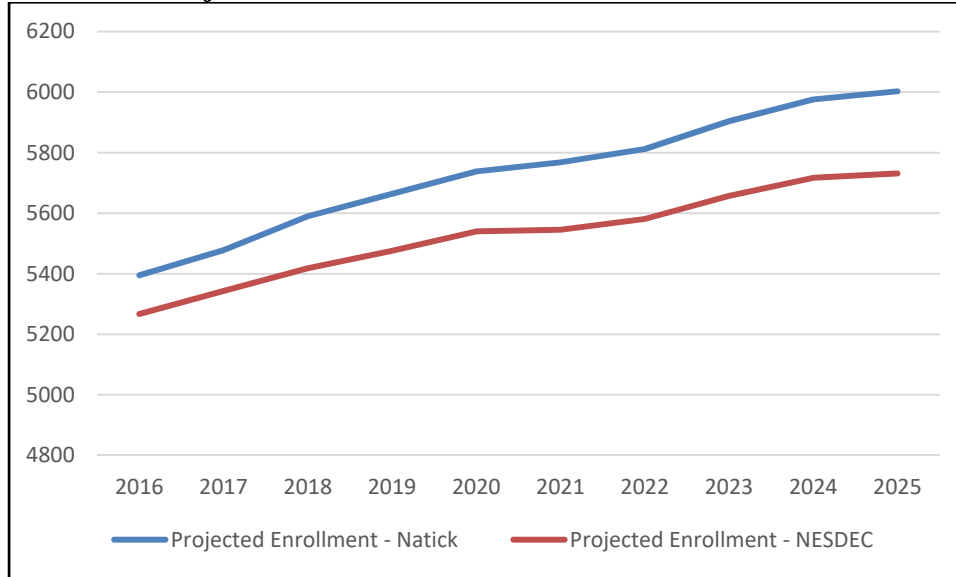
Figure 4
School Enrollment History 2006 - 2016



Based upon school department and NESDEC projections, the enrollment growth trend is anticipated to continue into the foreseeable future; Figure 5.

¹⁷ LTNA Subcommittee Draft Report 1.13.15

**Figure 5
Projected School Enrollment Trends 2016 – 2025**



Not only have these enrollment trends impacted town budgets, increasing school spending by \$6,610,000 (13.64%) since 2013, they have also had an impact on school facilities creating a back log of needed capital projects throughout the school system that have been well documented in numerous studies, including Natick Public Schools-Three School Master Study by Dore & Whittier Architects, Inc.

School Facilities

The Town of Natick has eight schools; four elementary Grades K – 4, two Middle serving Grades 5 - 8, and one High School. The school’s facilities, capacity, and most projected fall enrollment figures are outlined in Table 16 below.

**Table 16
School Facilities**

	Capacity	Grade	Projected 2016-17 ¹⁸
Natick High	1,600	9 - 12	1,557
Kennedy Middle	554	5 - 8	656
Wilson Middle	850	5 - 8	943
Ben-Hem Elementary	621	K - 4	639
Brown Elementary	483	K - 4	504
Johnson Elementary	250	K - 4	228
Lilja Elementary	500	K - 4	412
Memorial Elementary	332	K - 4	435

¹⁸ Natick Superintendent’s Office

A number of Natick's school facilities are presently over or approaching capacity placing pressure on teacher/student ratios. Modular classrooms are used at Kennedy, Memorial and Brown with others school sites under consideration. Students residing at the subject site would attend the Memorial Elementary School and the Kennedy Middle School, both of which have enrollment that exceeds present capacity. A major building project is scheduled for the Kennedy Middle School starting in 2018 and taking two years to complete; this project will expand capacity to 804 students. A building project is also planned for Memorial to address capacity issues at that school.

To obtain a full understanding of current school operations, School Administration Staff was consulted to discuss the current state of the town's school system. It was confirmed the ongoing system wide enrollment growth has strained both the Department's budget and the school's capital facilities. Modular classrooms will continue to be used to address capacity issues at other school locations as long term solutions to capital needs are studied. As noted above, except for the sale on one single family lot, the Artis proposal will have no impact upon the schools system.

The Massachusetts Department of Elementary and Secondary Education tracks the per pupil costs of students by District, including operation/maintenance costs and benefits. Tracking these costs for all communities allows for a direct comparison on per child spending across the state. Based upon data reported to the State, in 2015¹⁹ Natick spent on average \$14,013 per student to educate its children. Removing Chapter 70 aid provides a clearer picture of the community's actual costs. As outlined in Table 14 above, the average per student Chapter 70 Aid in 2015 was \$1,722 which, if deducted from the gross per student cost, results in a net cost of \$12,291. This is a very conservative number and includes overhead costs that may not be actually attributable to the addition of new students, but will be used in this exercise to provide an estimated total education cost of \$294,984; Table 17. Administrative Officials were comfortable with this approach to estimate student costs.

¹⁹ 2014 state data has been updated by \$2,436,621 to reflect 2015 classroom teacher increased costs to account for rising costs in the school system. This does not include all new costs based upon the 2016 budget and per student costs may actually higher than noted.

Table 17
Single Family Home School Cost

Students	Cost Per Student	Total
24	\$12,291	\$294,984

6.5 Emergency Services

As with the assisted living analysis outlined above, the same per capita cost outline will be used to estimate emergency department costs associated with a 17 lot single family development, assuming for residents per home. Because of the low volume of emergency calls, that data resource was not used for this analysis. Yearly estimated fiscal impacts to the Police Department from the proposed single family use is \$12,159; Table 18. The estimated yearly impact to the Fire Department is \$14,571; Table 19.

Police Department

Table 18
Police Department Fiscal Impact

2016 Police Budget²⁰	\$7,887,977
77.6% Residential Assessment	
% Budget Residential	\$6,121,070
34,230 Town Residents	
Cost Per Capita	\$178.82
Projected Cost With 68 residents²¹	\$12,159

²⁰ Includes Fringe Benefit & retirement costs of \$15,602 per person.

²¹ Assumes four persons per home.

Fire Department²²

Table 19
Fire Department Fiscal Impact

2016 Fire Budget²³	\$9,452,597
77.6% Residential Assessment	
% Budget Residential	\$7,335,215
34,230 Town Residents	
Cost Per Capita	\$214.29
Projected Cost With 68 residents	\$14,571

6.6 Public Works

Reviewing the many Divisions of the Public Works Department, the Highway-Sanitation-Recycling Division, along with Engineering will see the most direct and measurable impact of a new residential street with new maintenance requirements and trash/yard waste collections.

The preliminary 17 lot single family home development designed by MEG Engineering outlined a new 1,558 foot long town road. Including costs associated with both the DPW's Engineering and Highway/Sanitation Divisions 2016 budget line items, including benefits, results in a cost of \$47,817 per mile of town roadway and a yearly cost of \$14,115 for the new town road; Table 19.

Table 19
New Road Expense

Eng., Highway/ Sanitation ²⁴ Budget & Road Capital Costs	\$6,311,299
132 Miles Town Road	
Cost Per Mile	\$47,813
Cost Per Foot	\$9.06
Proposed Road	1,558 feet
Yearly Cost of New Road	\$14,115

²² Ambulance revenue was not estimated for this use, but is expected to be minimal.

²³ Includes Fringe Benefits & retirement.

²⁴ 2016 Rec. of the Natick Finance Comm. 2015 Town Meeting Report, including benefits and retirement. Includes road/sidewalks costs along with \$2,500,000 for general town wide road upgrade costs.

Reviewing reported tipping fee budget costs (solid and yard waste) for the number of homes served as reported in the 2015 Town Meeting Budget Report, the cost per home \$53 or \$840 for the 17 lot subdivision; Table 20.

**Table 20
Sanitation & Yard Waste Costs**

Solid & Yard Waste Tipping Fees	\$492,362
Number of Existing Homes Served	9,435
Cost Per Home	\$53
17 New Homes	\$901

6.7 Other Departments and Costs

Building Department -Inspectional Services

Based upon the estimated construction costs of 17 single family homes, the Building Department is projected to receive an estimated \$200,812 in fees²⁵. These fees will more than offset any Department impacts associated with the project.

Recreation & Parks

The Recreation and Parks Department’s budget is \$488,901 including benefits; looking at a per capita cost for this Department results in an estimated yearly cost of \$914; Table 21.

**Table 21
Recreation and Park Costs**

Budget	\$488,901
34,230 residents	
Cost Per Capita, 68 residents	\$14.28
Estimated Cost ²⁶	\$971

Miscellaneous Costs

Few other measurable costs will be seen by other Departments in the community, to be conservative \$4,000 has been allocated for miscellaneous expenses.

²⁵ Assuming 3,500 square foot home @ \$135 per square foot, \$15 per thousand building permit fee.

²⁶ 4 persons per home for 17 lot development, 68 persons.

6.8 Summary

The 17 lot single family home development scenario gross yearly revenues are estimated to be \$270,759 and the net yearly fiscal impact is estimated be a negative \$70,942 per year (\$4,173 per home); Table 22.

Table 22
Single Family Home Fiscal Impact

Projected Property Taxes	\$253,759
Projected Car Excise Taxes	\$17,000
Projected Total Revenue	\$270,759
Projected Municipal Costs	
School Department	-\$294,984
Police	-\$12,159
Fire	-\$14,571
Total DPW – Roads & Sanitation	-\$15,016
Recreation and Parks	-\$971
Misc. Expenses	-4,000
Total Costs	-\$341,701
Yearly Net Negative Fiscal Impact	-\$70,942

7.0 Conclusions: Revenue & Expense Summary

Based on the extensive research, review of local documents, and interviews with numerous public officials, this analysis concludes that the Artis project will show an estimated **yearly positive annual fiscal impact** on the community of \$220,509 as detailed in Table 23. The 17 lot single family home development will result in an estimated **negative annual fiscal impact** of \$70,942; Table 24.

**Table 23
Fiscal Summary
Assisted Living Residence**

Projected Property Taxes	\$226,160
Projected Ambulance Fees	\$59,116
Projected Total Revenue	\$285,273
Projected Municipal Costs	
Police	-\$26,286
Fire	-\$31,500
Board of Health	-\$1,978
Misc. Expenses	-\$5,000
Total Costs	\$64,764
Net Positive Fiscal Impact	+\$220,509

**Table 24
Single Family Home Development**

Projected Property Taxes	\$253,759
Projected Car Excise Taxes	\$17,000
Projected Total Revenue	\$270,759
Projected Municipal Costs	
School Department	-\$294,984
Police	-\$12,159
Fire and Ambulance	-\$14,571
Total DPW – Roads & Sanitation	-\$15,016
Recreation and Parks	-\$971
Misc. Expenses	-4,000
Total Costs	-\$341,701
Yearly Net Negative Fiscal Impact	-\$70,942

The Public Safety Departments will experience the most direct impact; while the single family home development will impact a broader array of town departments including the School Department, DPW, Public Safety, and Recreation.

Given the following facts and the nature of the proposed Artis project few impacts will be felt by Town Departments:

- All on site improvements will be private and all maintenance expenses will be paid for by this project owner.
- No school related impacts, aside for the development of one single family home site, will occur.
- Solid waste generated by this project will be removed by a private hauler.
- Any water/sewer expenses will be offset through user fees.
- Measureable financial impacts upon town departments will be minimal.

This is not to infer that no costs will occur as a result of this project. Measurable impacts will certainly be felt by some departments, most noticeably the Police and Fire Departments, other Town Departments will experience some activity at various stages of the development process, while some departments will see little or no impact.

Key findings of the assisted living analysis include:

- Reflective of New England wide trends, Natick is aging with those individuals over the age of 60 increasing 18.8% since 2000.
- The proposed memory care and assisted living community will generate approximately \$285,273 in gross revenue per year. Taking into consideration estimated municipal costs of \$64,764, the proposed project will yield approximately **\$220,509** in net positive yearly revenue.
- Annual calls to the Police Department are projected to increase by 51 calls (.008%), compared to a three year average 911 annual call volume of 7,142.

- The Fire Department is projected to receive approximately 111 fire calls annually from the proposed use, a 2.1% increase in call volume from an average of 4,940. Ambulance calls are to generate \$59,000 annual revenue for the community.
- For the senior living project, all onsite maintenance will be private; along with all trash collection. Therefore, there is no projected impact to the DPW Department.

Key findings of the single family home analysis include:

- The comparative single family home development will gross \$270,000 in tax revenue, \$341,701 in yearly costs and yield a yearly **negative** fiscal impact of **\$70,942.**
- It is estimated that approximately 24 school age children will live at the proposed single family home development at an estimated yearly cost of \$294,984; with a potential range of new enrollments from 20 to 36. New students will be added to expanding enrollment challenges facing the School Department and their numerous capital needs.
- The 17 lot single family home development is very likely to involve the construction of a new 1,500 long through road that will be maintained by the town.

MASSACHUSETTS: Currently Certified ALR's as of 1-6-16

NAME OF RESIDENCE	Address	City	State	Zipcode	Phone Number	Fax Number	# Units	# Traditional Units	# SCUs
All American Assisted Living at Hanson	1074 West Washington Street	Hanson	MA	02341	(781) 447-4100	(781) 447-4101	48	40	8
All American Assisted Living at Raynham	1084 Broadway Street	Raynham	MA	02676	(508) 822-9400	(508) 822-9402	75	55	20
Allerton House at Central Park	43 Schoolhouse Rd.	Weymouth	MA	02188	(781) 335-8666	(781) 335-7666	70	70	0
Allerton House at Duxbury	290 Kings Town Way	Duxbury	MA	02332	(781) 585-2334	(781) 582-2274	34	34	0
Allerton House at Hancock Park	164 Parkingway	Quincy	MA	02169	(617) 471-2600	(617) 773-1115	42	42	0
Allerton House at Harbor Park	15 Conditto Road	Hingham	MA	02043	(781) 749-3322	(781) 749-3330	69	56	13
Allerton House at Proprietors Green	10 Village Green Way	Marshfield	MA	02050	(781) 834-7885	(781) 834-7559	70	46	24
American Inn at Sawmill Park	One Sawmill Park	Southwick	MA	01077	(413) 569-1945	(413) 569-1944	16	16	0
Arbors at Amherst	130 University Drive	Amherst	MA	01002	(413) 548-6800	(413) 548-6888	78	52	26
Arbors at Chicopee	929 Memorial Drive	Chicopee	MA	01020	(413) 593-0088	(413) 593-8866	90	80	10
Arbors at Greenfield	15 Meridian Street	Greenfield	MA	01301	(413) 774-4400	(413) 774-4415	76	65	11
Arbors at Stoneham	140 Franklin Street	Stoneham	MA	02072	(781) 435-1958	(781) 435-0907	84	58	26
Arbors at Stoughton	2121 Central Street	Stoughton	MA	02072	(781) 344-0310	(781) 344-4634	91	67	24
Arbors at Taunton	763 County Street	Taunton	MA	02780	(508) 824-4800	(508) 824-3909	78	53	25
Arbors at Westfield	40 Court Street	Westfield	MA	01085	(413) 562-0001	(413) 562-0099	90	80	10
Arbors of Winthrop	46 Lincoln Street	Winthrop	MA	02152	(617) 207-3009	(617) 207-3010	118	73	21
Armbrook Assisted Living	551 North Street	Westfield	MA	01085	(413) 568-0000	(413) 356-8000	72	72	21
Ashland Farms at North Andover	700 Chickering Road	North Andover	MA	01845	(978) 683-1300	(978) 683-0330	98	77	21
Assisted Living Center of Salisbury	19 Beach Road	Salisbury	MA	01952	(978) 463-9809	(978) 463-3009	30	30	0
Atria Draper Place	25 Hopedale Street	Hopedale	MA	01747	(508) 482-5995	(508) 482-0600	68	50	18
Atria Fairhaven	391 Alden Road	Fairhaven	MA	02719	(508) 994-9238	(508) 994-9239	60	50	10
Atria Longmeadow Place	42 Mall Road	Burlington	MA	01803	(781) 270-9008	(781) 270-9009	110	97	13
Atria Maplewood Place	295 Broadway	Malden	MA	02148	(781) 324-4999	(781) 324-5335	98	88	10
Atria Marina Place	4 Seaport Driv	Quincy	MA	02171	(617) 770-3264	(617) 770-3682	110	89	21
Atria Marland Place	15 Stevens Street	Andover	MA	01810	(978) 475-4225	(978) 475-5818	127	103	24
Atria Merrimack Place	85 Storey Avenue	Newburyport	MA	01950	(978) 462-7324	(978) 462-7325	80	68	12
Atria Woodbriar Place	389 Gifford Street	Falmouth	MA	02540	(508) 497-5500	(508) 448-2996	125	125	37
Atria Woodbriar Terrace	339 Gifford Street	Falmouth	MA	02540	(508) 540-1600	(508) 548-2996	99	57	42
Atrium at Cardinal Drive	153 Cardinal Drive	Agawam	MA	01001	(413) 821-9911	(413) 821-9912	44	0	44
Atrium at Drum Hill	2 Technology Drive	Chelmsford	MA	01863	(978) 934-0000	(978) 934-0022	44	0	44
Atrium at Faxon Woods	2003 Falls Blvd.	Quincy	MA	02169	(617) 471-5595	(617) 471-6335	54	0	54
Atrium at Veronica Drive	1 Veronica Drive	Danvers	MA	01923	(978) 762-7625	(978) 646-9393	56	0	56
Autumn Glen at Dartmouth	239 Cross Road	Dartmouth	MA	02747	(508) 992-8880	(508) 992-8884	85	60	25
Avita of Needham	880 Greendale Ave	Needham	MA	02492	(781) 444-2266	(781) 444-2822	62	0	62
Avita of Newburyport	4 Wallace Bashaw Jr. Way	Newburyport	MA	01950	(978) 225-7000		70	0	70
Bayberry at Emerald Court	2000 Emerald Court	Tewksbury	MA	01876	(978) 640-0194	(978) 640-0279	94	70	24
Benchmark Senior Living at Forge Hill	4 Forge Hill Rd.	Franklin	MA	02038	(508) 528-9200	(508) 541-6591	97	85	12
Benchmark Senior Living at Robbins Brook	10 Devon Drive	Acton	MA	01720	(978) 264-4666	(978) 264-4366	80	65	15
Bertram House of Swampscott	565 Humphrey Street	Swampscott	MA	01907	(781) 595-1991	(781) 592-1999	59	37	22
Bethany Homes - Merrivista	100 Water Street	Haverhill	MA	01830	(978) 374-2168	(978) 374-2172	33	33	0
Billerica Crossings	20 Charnstaffe Lane	Billerica	MA	01821	(978) 667-0898	(978) 667-0890	64	52	12

Blaire House at Tewksbury	10-B Erlin Terrace	Tewksbury	MA	01876	(978) 640-8610	(978) 640-8686	35	23	12
Blaire House of Milford	55 Summer Street	Milford	MA	01757	(508) 473-4666	(508) 902-2015	42	23	19
Boylston Place at Chestnut Hill	615 Heath Street	Brookline-Chestnut Hill	MA	02467	(617) 244-6400	(617) 244-8866	48	48	0
Bridges by EPOCH - Hingham	1 Sgt. William B. Terry Drive	Hingham	MA	02043	(781) 749-7114	(781) 749-3657	48	0	48
Bridges by EPOCH - Westford	108 Littleton Road	Westford	MA	01866	(978) 692-9541	(978) 392-9007	48	0	48
Bridges by EPOCH at Mashpee	462 Old Barnstable Road	Mashpee	MA	02649	(508) 477-0043	(508) 477-0083	54	0	54
Bridges by EPOCH at Westwood	140 University Ave	Westwood	MA	02090	(781) 251-6630	(781) 708-9987	64	0	64
Brigham House	341 Mount Auburn Street	Watertown	MA	02472	(617) 923-7779	(617) 923-6239	62	62	0
Brightview Arlington	1 Symmes Road	Arlington	MA	02474	(781) 646-0837	(781) 646-0838	90	60	30
Brightview Concord River	199 Concord Road	Billerica	MA	01821	(978) 262-1410	(978) 262-1419	93	66	27
Brightview Danvers	50 Endicott Street	Danvers	MA	01923	(978) 750-6111	(978) 750-8111	85	61	24
Brightview of North Andover	1275 Turnpike Street	North Andover	MA	01845	(781) 686-2582	(781) 686-2583	76	49	27
Broadview	547 Central Street	Winchendon	MA	01475	(978) 297-2333	(978) 616-1902	49	42	7
Brookdale at Cape Cod	790 Falmouth Rd.	Hyannis	MA	02601	(508) 790-7666	(508) 790-7667	80	60	20
Brookdale at Cushing Park	300 West Farm Pond Road	Framingham	MA	01702	(508) 628-7700	(508) 628-7878	100	78	22
Brookdale at North Chelmsford	4 Technology Drive	Chelmsford	MA	01863	(978) 458-0099	(978) 453-9161	79	60	19
Brookdale Attleboro	100 Garfield Avenue	Attleboro	MA	02703	(508) 222-6655	(508) 222-6656	130	109	21
Brookdale Danvers	220 Conant Street	Danvers	MA	01923	(978) 777-5717	(978) 777-1283	114	90	24
Brookdale Dartmouth Village	274 Slocum Rd.	Dartmouth	MA	02747	(508) 999-0404	(508) 999-3433	87	60	27
Brookdale Dedham	391 Common Steet	Dedham	MA	02026	(781) 407-7711	(781) 407-7722	113	88	25
Brookdale Eddy Pond East	669 Washington Street	Auburn	MA	01501	(508) 832-2200	(508) 721-6000	103	68	35
Brookdale Eddy Pond West	667 Washington Street	Auburn	MA	01501	(508) 832-2200	(508) 832-4150	80	80	
Brookdale Plymouth Beach	97 Warren Avenue	Plymouth	MA	02560	(508) 746-9733	(508) 746-9683	84	55	29
Brookdale Quincy Bay	99 Brackett Street	Quincy	MA	02169	(617) 472-4457	(617) 472-9658	150	150	0
Brookside at Regency	120 South Main Street	Centerville	MA	02632	(508) 790-5800	(508) 790-0558	29	0	29
Cadbury Commons	66 Sherman Street	Cambridge	MA	02140	(617) 868-0575	(617) 868-0023	74	50	24
Cambridge Homes	360 Mount Auburn St.	Cambridge	MA	02138	(617) 876-0369	(617) 876-6432	44	44	0
Cape Cod Senior Residences at Pocasset	100 Dr. Julius Kelly Lane	Pocasset	MA	02559	(508) 564-4474	(508) 564-4574	60	60	0
Carmel Terrace	933 Central Street	Framingham	MA	01701	(508) 788-8000	(508) 626-1603	69	69	0
Carriage House at Lee's Farm	134 Boston Post Road	Wayland	MA	01778	(508) 358-2800	(508) 358-2810	62	33	29
Chelmsford Crossings	199 Chelmsford Street	Chelmsford	MA	01824	(978) 250-8855	(978) 250-2750	63	63	0
Chestnut Knoll at Glenmeadow	24 Tabor Crossing	Longmeadow	MA	01106	(413) 567-7800	(413) 567-7945	34	34	0
Chestnut Park at Cleveland Circle	50 Sutherland Road	Boston-Brighton	MA	02135	(617) 566-1700	(617) 566-1752	84	56	28
Christopher Heights of Attleboro	45 South Main Street	Attleboro	MA	02703	(508) 222-2868	(508) 226-5598	81	81	0
Christopher Heights of Marlborough	99 Pleasant Street	Marlborough	MA	01752	(508) 281-8001	(508) 281-6721	83	83	0
Christopher Heights of Webster	338 Thompson Rd.	Webster	MA	01570	(508) 949-0400	(508) 671-4190	83	83	0
Christopher Heights of Worcester	20 Mary Scano Drive	Worcester	MA	01605	(508) 792-1456	(508) 792-3156	80	80	0
Clifton Assisted Living Community	444 Wilbur Avenue	Somerset	MA	02725	(508) 324-0200	(508) 672-5514	58	58	0
Cohen Florence Levine Estates	201 Captain's Row	Chelsea	MA	02150	(617) 887-0826	(617) 889-8745	69	69	0
Coleman House	112 West Main Street	Northborough	MA	01532	(508) 351-9355	(508) 351-1666	12	0	12
Compass on the Bay	1380 Columbia Road	Boston-South Boston	MA	02127	(617) 268-5450	(617) 268-3463	39	21	18
Concord Park	68 Commonwealth Street	Concord	MA	01742	(978) 369-4728	(978) 369-5381	78	62	16
Corcoran House	40 Walnut Street	Clinton	MA	01510	(978) 365-3600	(978) 365-9800	42	42	0
Cornerstone at Canton	175 Revere Street	Canton	MA	02021	(781) 821-3616	(781) 821-3009	87	65	22
Cornerstone at Milford	11 Birch Street	Milford	MA	01757	(508) 473-0035	(508) 473-0045	85	65	20
Country Club Heights	3 Rehabilitation Way	Woburn	MA	01801	(781) 935-4094	(781) 938-5571	108	84	24
Davis Manor	200 Harvard Road	Lancaster	MA	01523	(978) 368-4816	(978) 368-4815	6	0	6

Decatur House	P.O. Box 1070	Sandwich	MA	02563	(508) 888-6404	(508) 833-2781	15	15	0
Dorothy Frances Home	704 Beaver Street	Waltham	MA	02452	(781) 891-0840	(781) 891-9260	7	0	7
Du Charme Estates Ltd.	25 Federal Street	Blackstone	MA	01504	(508) 883-2066	(508) 883-0360	9	9	0
East Village Place	50 Benton Drive	East Longmeadow	MA	01028	(413) 525-8150	(413) 525-8153	68	30	38
Edelweiss Village	2220 Centre Street	Boston-West Roxbury	MA	02132	(857) 547-2000	(857) 547-2001	62	62	0
Elizabeth Calsey House	15 Elizabeth Street	Amesbury	MA	01913	(978) 388-0293	(978) 388-5308	15	15	0
Elizabeth Calsey House at Lions Mouth Road	286 Lions Mouth Road	Amesbury	MA	01913	(978) 388-3752	(978) 388-4146	26	26	0
Emeritus at East Longmeadow	721 Parker Street	East Longmeadow	MA	01028	(413) 224-2200	(413) 224-1467	103	71	32
Emmanuel House	25 E. Nilsson Street	Brockton	MA	02301	(508) 588-5334	(508) 588-8775	86	73	13
Wellesley)	23 Washington Street	Wellesley	MA	02482	(781) 235-1614	(781) 235-1638	52	52	0
EPOCH Assisted Living at Melbourne	140 Melbourne Road	Pittsfield	MA	01201	(413) 499-1992	(413) 443-8870	118	88	30
EPOCH Assisted Living of Brewster	855 Harwich Rd.	Brewster	MA	02631	(508) 896-3252	(508) 896-6912	68	68	0
EPOCH Assisted Living of Norton	190 Mansfield Road	Norton	MA	02766	(508) 285-3355	(508) 286-9077	72	72	0
EPOCH Assisted Living of Weston	75 Norumbega Road	Weston	MA	02493	(781) 891-6100	(781) 891-0109	21	0	21
Evans Park at Newton Corner	430 Centre Street	Newton	MA	02458	(617) 965-9400	(617) 965-9440	115	96	19
Fenno House	540 Hancock Street	Quincy	MA	02170	(617) 773-1590	(617) 786-1711	39	39	0
Fieldstone at The Overlook	88 Masonic Home Road	Charlton	MA	01504	(508) 248-7344	(508) 434-2240	17	0	17
Florence & Chafetz Home for Specialized Care	175 Captain's Row	Chelsea	MA	02150	(617) 887-0826	(617) 887-0135	36	0	36
Gabriel House of Fall River	261 Oliver Street	Fall River	MA	02724	(508) 678-9095	(508) 677-2973	100	100	
Gardens at Newbury Court	80 Deaconess Road	Concord	MA	01742	(978) 369-5151	(978) 369-0167	29	0	29
Gery & Emil Eisenberg Residence	631 Salisbury Street	Worcester	MA	01609	(508) 757-0981	(508) 757-7080	80	61	19
Glen at Grove Manor	180 Grove Street	Braintree	MA	02184	(781) 843-3700	(781) 843-3744	20	20	0
Goddard House	165 Chestnut Street	Brookline	MA	02445	(617) 731-8500	(617) 731-5188	115	75	40
Golden Pond	50 West Main Street	Hopkinton	MA	01748	(508) 435-1250	(508) 435-2213	108	64	44
Grace Morgan House	489 Prospect Street	Methuen	MA	01844	(978) 682-4324	(978) 725-4802	16	16	0
Grayson House at Keystone Woods	942 Grayson Drive	Springfield	MA	01119	(413) 426-9868	(413) 426-9651	91	73	18
Grove Manor Estates	160 Grove Street	Braintree	MA	02184	(781) 843-3700	(781) 843-3744	70	55	15
Hampton Suites at Southgate	30 Julio Drive	Shrewsbury	MA	01545	(508) 842-8331	(508) 842-1354	65	65	0
Harbor Point at Centerville	22 Richardson Road	Centerville	MA	02632	(508) 778-2311	(508) 862-9887	65	0	65
Harriett and Ralph Kaplan Estates	240 Lynnfield Street	Peabody	MA	01960	(978) 532-4411	(978) 531-4797	130	98	32
Haverhill Crossings	254 Amesbury Road	Haverhill	MA	01830	(978) 556-1600	(978) 556-1601	85	65	20
Hearthstone at Choate	23 Warren Ave.	Woburn	MA	01801	(781) 932-0350	(781) 938-8765	22	0	22
Hearthstone at New Horizons	402 Hemenway Street	Marlborough	MA	01752	(508) 481-9898	(508) 460-0270	35	0	35
Heights Crossing	35 Christy Place	Brockton	MA	02301	(508) 580-4300	(508) 580-3433	100	79	21
Henrietta Brewer House	11Mac's Lane. PO BOX 2460	Vineyard Haven	MA	02568	(508) 693-4500	(508) 693-5754	14	14	0
Heritage at Falmouth	140 Ter Heun Drive	Falmouth	MA	02540	(508) 457-6400	(508) 457-6437	56	56	0
Heritage at Framingham	747 Water Street	Framingham	MA	01701	(508) 665-5302	(508) 788-6601	98	58	40
Heritage Woods	462 Main Street	Agawam	MA	01001	(413) 786-9704	(413) 789-8366	112	112	0
Herrick House	89 Herrick Street	Beverly	MA	01915	(978) 922-1999	(978) 922-3402	88	72	16
Heywood Wakefied Commons	50 Pine Street	Gardner	MA	01440	(978) 632-8292	(978) 632-8280	78	78	0
Inn at Silver Lake	19 & 21 Chipman Way	Kingston	MA	02364	(781) 585-4101	(781) 582-1884	86	56	30
John Bertram House	29 Washington Sq.	Salem	MA	01970	(978) 744-1002	(978) 744-0571	25	25	0
Keystone Commons	460 West Street	Ludlow	MA	01056	(413) 583-6611	(413) 583-7701	56	44	12
Keystone Place at Buzzards Bay	218 Main Street	Bourne	MA	02532	(774) 302-4539	(774) 302-4630	75	55	20
Kindred Assisted Living - Avery	110 West Street	Needham	MA	02494	(781) 444-6655	(781) 433-2794	60	60	0
Kindred Assisted Living at Laurel Lake	600 Laurel Street	Lee	MA	01238	(413) 243-4747	(413) 243-4604	53	53	0
Landmark at Fall River	400 Columbia Street	Fall River	MA	02724	(508) 324-7960	(508) 324-7961	90	90	0

Landmark at Longwood	63 Parker Hill Avenue	Boston-Mission Hill	MA	02120	(617) 975-0110	(617) 975-0140	75	60	15
Landmark at Monastery Heights	110 Monastery Avenue	West Springfield	MA	01089	(413) 781-1282	(413) 781-2182	105	87	18
Landmark at Ocean View	3 Essex Street	Beverly	MA	01915	(978) 927-4227	(978) 921-4885	85	63	22
Laurel Ridge	110 North Main street	Lanesboro	MA	01237	(413) 445-5959		8	8	0
Laurelwood at The Pinehills	10 Golf Drive	Plymouth	MA	02360	(508) 927-6346	(508) 927-6354	80	51	29
Leominster Crossings	1160 Main Street	Leominster	MA	01453	(978) 751-3230	(978) 537-2421	70	71	32
Life Care Center of Stoneham	25 Woodland Road	Stoneham	MA	02180	(781) 662-2545	(781) 665-0373	18	18	0
Linda Manor Assisted Living	345 Hadenvill Road	Leeds	MA	01053	(413) 588-3304	(413) 586-8137	85	68	17
Long Hill	P.O. Box 1183	Edgartown	MA	02539	(508) 627-7791	(508) 627-7950	9	9	0
Loomis Lakeside at Reeds Landing	807 Wilbraham Road	Springfield	MA	01109	(413) 782-1800	(413) 782-8038	25	25	0
Loomis Village	20 Bayon Drive	South Hadley	MA	01075	(413) 532-5325	(413) 532-2349	21	21	0
Manor on the Hill	450 North Main Street	Leominster	MA	01453	(978) 537-1661	(977) 840-3341	81	64	17
Maplewood at Weston	99 Norumbega Road	Weston	MA	02493	(781) 899-5505	(781) 899-3673	93	93	13
Marguerite's House	189 Maple Street	Lawrence	MA	01841	(978) 682-7575	(978) 691-5374	106	106	0
Mason Wright Assisted Living	74 Walnut Street	Springfield	MA	01105	(413) 733-1517	(413) 747-8357	90	67	23
Methuen Village at Riverwalk Park	4 Gleason Street	Methuen	MA	01844	(978) 685-2220	(978) 685-2236	91	77	14
Monarch Homes of Weymouth	670 Main Street	Weymouth	MA	02188	(781) 331-5555	(781) 721-7474	53	0	53
Monarch Homes of Woburn	857 Main Street	Woburn	MA	01801	(781) 935-3333	(781) 281-1826	35	0	35
Nashoba Park	15 Winthrop Avenue	Ayer	MA	01432	(978) 772-0707	(978) 772-0799	73	73	0
Neville Place	650 Concord Avenue	Cambridge	MA	02138	(617) 497-8700	(617) 497-4440	71	58	13
New Horizons at Choate	21 Warren Avenue	Woburn	MA	01801	(781) 932-8000	(978) 935-8355	40	40	0
New Horizons at Marlborough	400 Hemingway Street	Marlborough	MA	01752	(508) 460-5200	(508) 460-7682	100	100	0
NewBridge on the Charles	6000 Great Meadow Road	Dedham	MA	02026	(781) 234-9401	(781) 234-9409	91	51	40
Notre Dame du Lac	555 Plantation Street	Worcester	MA	01605	(508) 852-5800	(781) 852-1700	108	90	18
Oak Ledge Terrace	29 Federal Street	Blackstone	MA	01504	(508) 883-4883	(508) 883-1134	8	8	0
Orchard Hill	761 Boston Post Rd.	Sudbury	MA	01776	(978) 218-3004	(978) 443-7277	45	45	0
Orchard Valley of Wilbraham	2387 Boston Road	Wilbraham	MA	01095	(413) 596-0006	(413) 596-4181	66	42	24
Peregrine's Landing at Tewksbury	2580 Main Street	Tewksbury	MA	01876	(978) 657-0800	(978) 657-0807	50	36	16
Pine Hill at Kimball Farms	235 Walker Street	Lenox	MA	01240	(413) 637-7000	(413) 637-7277	69	48	21
Plymouth Crossings	157 South Street	Plymouth	MA	02360	(508) 830-4744	(508) 830-4748	57	41	16
Prospect House	420 Reservoir Ave.	Revere	MA	02151	(781) 853-0005	(781) 853-0707	109	96	13
Providence House	180 Corey Road	Boston-Brighton	MA	02135	(617) 731-0505	(617) 731-0599	102	90	12
Putnam Farm at Danvers	9 Summer Street	Danvers	MA	01923	(978) 774-5959	(978) 774-5454	80	60	20
RiverCourt Residences	8 West Main Street	West Groton	MA	01450	(978) 448-4122	(978) 448-4133	59	43	16
Robbie's Place	400 Hemenway Street	Marlborough	MA	01752	(508) 573-1200	(508) 573-1391	22	0	22
Rockridge Retirement Community	25 & 37 Coles Meadow Road	Northampton	MA	01060	(413) 586-2902	(413) 584-0694	60	42	18
Rogerson House	434 Jamaicaaway	Boston-Jamaica Plain	MA	02130	(617) 983-2300	(617) 983-2666	40	0	40
Rosewood Homestyle Assisted Living	318-320 Onota Street	Pittsfield	MA	01201	(413) 448-8449	(413) 448-9930	25	25	0
Royal at Harwich	328 Bank Street	Harwich	MA	02645	(508) 430-7067	(508) 432-9849	28	21	7
Rubin Thompson Assisted Living	50 Houston Ave	Saugus	MA	01906	(781) 558-1909	(781) 558-1710	9	0	9
Ruggles Assisted Living	25 Ruggles Street	Roxbury	MA	02119	(617) 427-0142	(617) 427-1519	43	43	0
Ruth's House	780 Converse Street	Longmeadow	MA	01106	(413) 567-6212	(413) 567-4380	64	42	22
Sarawood	1 Loomis Avenue	Holyoke	MA	01040	(413) 532-7879	(413) 535-2015	28	28	0
Scandinavian Living Center	206 Waltham Street	West Newton	MA	02465	(617) 527-6566	(617) 527-2078	40	40	0
Seasons of Danvers	44 Summer Street	Danvefs	MA	01844	(978) 777-0230	(978) 777-0458	47	0	47
Sherburne Commons Senior Residences	40 Sherburne Commons	Nantucket	MA	02554	(508) 228-4080	(508) 228-4098	40	40	0
Shrewsbury Crossings	311 Main Street	Shrewsbury	MA	01545	(508) 845-2100	(508) 845-2101	64	47	17

Side By Side	120 Onota St.	Pittsfield	MA	01201	(413) 443-4274	(413) 443-0715	42	42	0
Springhouse	44-46 Allandale Street	Boston-Jamaica Plain	MA	02130	(617) 522-0043	(617) 522-0893	49	49	13
Stafford Hill Assisted Living	60 Stafford Street	Plymouth	MA	02360	(508) 830-9990	(508) 830-9929	85	60	25
Standish Village at Lower Mills	1190 Adams Street	Boston-Dorchester	MA	02124	(617) 298-5656	(617) 298-2508	85	72	13
Stonebridge at Burlington	50 Greenleaf Way	Burlington	MA	01803	(781) 272-0080	(781) 272-0499	110	84	26
Sugar Hill	45 Main Street	Dalton	MA	01226	(413) 684-0100	(413) 684-9750	42	29	13
Sunrise of Arlington	1395 Massachusetts Ave.	Arlington	MA	02476	(781) 643-2100	(781) 643-2143	85	61	24
Sunrise of Braintree	618 Granite Street	Braintree	MA	02184	(781) 356-0190	(781) 356-0739	79	51	28
Sunrise of Burlington	24 Burlington Mall Road	Burlington	MA	01803	(781) 229-8100	(877) 467-0388	79	50	29
Sunrise of Cohasset	125 King Street	Cohasset	MA	02025	(781) 383-6300	(781) 383-2830	62	40	22
Sunrise of Gardner Park	73 Margin Street	Peabody	MA	01960	(978) 532-3200	(978) 532-3211	55	35	20
Sunrise of Leominster	6 Beth Avenue	Leominster	MA	01453	(978) 537-7600	(978) 537-2830	70	52	32
Sunrise of Lynnfield	55 Salem Street	Lynnfield	MA	01940	(978) 992-2231	(781) 245-0669	79	64	15
Sunrise of Norwood	86 Saunders Road	Norwood	MA	02062	(781) 762-1333	(781) 255-7493	72	45	27
Sunrise of Wayland	285 Commonwealth Road	Wayland	MA	01778	(508) 652-6300	(508) 655-6608	59	43	16
Sunrise of Weston	135 North Avenue (Rte 117)	Weston	MA	02493	(781) 893-2936	(781) 893-0010	29	29	0
Susan S. Bailis Assisted Living Community	352 Massachusetts Avenue	Boston-Back Bay	MA	02115	(617) 247-1010	(617) 247-9595	82	82	0
Swan Brook	924 Gardner's Neck Rd.	Swansea	MA	02777	(508) 324-9074	(508) 324-9074	29	29	0
Tatnuck Park at Worcester	340 May Street	Worcester	MA	01602	(774) 312-6020	(508) 755-6333	76	57	19
The Elms at Briarwood	70 Briarwood Circle	Worcester	MA	01606	(508) 852-2670	(508) 856-0309	35	35	0
The Estate at Franklin	656 King St	Franklin	MA	01028	(508) 520-1150	(508) 524-1154	81	61	20
The Falls at Cordingly Dam	2300 Washington Street	Newton	MA	02462	(617) 928-0007	(617) 928-0697	90	63	27
The Gables at Winchester	299 Cambridge Street	Winchester	MA	01890	(781) 756-1026	(781) 756-0636	123	123	0
The Gables of Fitchburg	935 John Fitch Highway	Fitchburg	MA	01740	(978) 343-8789	(978) 779-5523	47	47	0
The Residence at Cedar Dell	628 Old Westport Road	Dartmouth	MA	02747	(508) 636-0590	(508) 636-0591	78	61	17
The Residence at Pearl Street	75 Pearl Street	Reading	MA	01867	(781) 944-9200	(781) 942-3833	83	86	20
The Residence at Valley Farms	639 Pond Street	Ashland	MA	01721	(508) 532-3197	(508) 532-3199	84	62	22
The Residence at Watertown Square	20 Summer Street	Watertown	MA	02472	(617) 924-8100	(617) 924-8102	90	65	25
The Residences at Riverbend	149 County Road	Ipswich	MA	01938	(978) 356-1300	(978) 356-1307	75	53	22
The Residences at Wingate	235 Gould Street	Needham	MA	02494	(781) 455-9080	(782) 455-9081	91	54	37
Thirwood Place	237 North Main Street	Yarmouth	MA	02664	(508) 398-8006	(508) 760-4110	69	69	0
Traditions of Dedham	735 Washington Street	Dedham	MA	02026	(781) 251-9330	(781) 251-9329	95	81	14
Traditions of Wayland	10 Green Way	Wayland	MA	01778	(508) 358-0700	(508) 358-4726	76	66	10
Victorian Health of Chatham	389 Orleans Road	Chatham	MA	02650	(508) 945-1211	(508) 945-2152	40	40	0
Victorian Mansion	574 Newport Avenue	Attleboro	MA	02703	(508) 761-5115	(508) 761-8256	6	6	0
Village at Willow Crossings	25 Cobb Street	Mansfield	MA	02048	(508) 261-1333	(508) 337-4663	104	86	18
Visiting Nurse Assisted Living	259 Lowell Street	Somerville	MA	02144	(617) 776-9800	(617) 718-2367	97	97	0
Visiting Nurse Senior Living Community	405 Alewife Parkway	Somerville	MA	02144	(617) 776-9800	(617) 718-2637	52	52	0
Waltham Crossings	126 Smith Street	Waltham	MA	02451	(781) 466-9912	(781) 466-9914	89	67	22
Whaler's Cove	114 Riverside Avenue	New Bedford	MA	02746	(508) 997-2880	(508) 997-1599	120	120	0
Whitcomb House	245 West Street	Milford	MA	01757	(508) 634-2440	(508) 473-6366	87	66	21
White Oak Cottages	6 Longwod Drive	Westwood	MA	02090	(781) 320-1999	(781) 207-2447	24	0	24
Whitney Place at Natick	3 Vision Drive	Natick	MA	01760	(508) 655-5000	(508) 655-9702	88	39	49
Whitney Place at Northborough	238 West Main Street	Northborough	MA	01532	(508) 393-5655	(508) 393-0482	75	47	28
Whitney Place at Northbridge	85 Beaumont Drive	Northbridge	MA	01534	(508) 234-3434	(508) 234-2635	26	26	0
Whitney Place at Westborough	5 Lyman Street	Westborough	MA	01581	(508) 366-4730	(508) 366-1930	60	14	46
Whitney Suites	One Lyman Street	Westborough	MA	01581	(508) 366-4730	(508) 366-1930	34	34	0

Winchester Mount Vernon House	110 Mount Vernon Street	Winchester	MA	01890	(781) 729-0497	(781) 721-5385	17	17	0
Windsor Place of Wilmington	92 West Street	Wilmington	MA	01887	(978) 988-2300	(978) 988-2333	87	63	24
Winter Valley Residences	600 Canton Avenue	Milton	MA	02186	(617) 698-3005	(617) 698-3115	16	16	0
Woodlands at Pleasant Bay	120 Woodlands Way	Brewster	MA	02631	(508) 240-1990	(508) 240-1175	59	59	0
Maplewood at Mayflower Place	579 Buck Island Road	W. Yarmouth	MA	02673	(508) 790-0200	(508) 790-0004	8	8	0
Youville House	1573 Cambridge Street	Cambridge	MA	02138	(617) 491-1234	(617) 491-8838	95	95	0
Youville Place	10 Pelham Road	Lexington	MA	02421	(781) 861-3535	(781) 862-4289	94	71	23
Zelma Lacey House	9 West School Street	Boston-Charlestown	MA	02129	(617) 241-0328	(617) 241-0329	66	66	0

Response Time and Average Drive Time Analysis for the “Windy-Lo” development

2017 SATM – Article 35

Sources and approaches used to develop the analysis use publically available data and accepted analysis approaches. The work-product was developed by Patrick Hayes and is not a work-product endorsed or request by the Natick Finance Committee itself, though Mr. Hayes is the Chair of the Finance Committee

What Are Public Safety Impacts to the “Windy-Lo” Development

- Local Emergency Management Offices must have a means accounting for people living in assisted living communities who have functional or cognitive needs
- The demographics of a local assisted living communities and population will have a profound effect on the local public safety and fire brigade for response management, evacuation, shelter operations, and reunification back in to their respective living unit
- Responding firefighters and EMT’s will find any incident to be manpower intensive with patient mobility and time working against them
- Response time is of critical importance to the ability of firefighters particularly but as well for Emergency Medical(Ambulance) BLS and ALS calls
- If there were a building fire the ability of the assisted living residents, together with staff resources to evacuate the building is critical but also problematic

Planning for RECEO By Designing to NFPA Standard 1 – Life Safety Code

- Based on the level of assistance a resident requires and their life skill abilities/intervention, a large number of senior care residents may be incapable of self-evacuating, or self-recognizing a threat and unable to choose the most appropriate self-rescue option.
- This limited or absent ability to self-evacuate may require a shift in thinking and tactics compared to the standard firefighting tactics of RECEO
 - **RECEO VS** (Rescue, Exposure, Confine, Extinguish, Overhaul and Ventilate, Salvage) acronym or derivative of the same to assist with making tactical decisions
- The significant amount of resources required for rescue may prevent the successful ability to extinguish the fire and successfully rescue all occupants if the standard RECEO acronym of rescue, exposures, confinement, extinguish and overhaul is not modified.
- The definition of a "defend-in-place" tactic is when a fire can be quickly controlled.
 - This tactic requires leaving people in a burning building and is a calculated risk.
 - Such a decision must be made based on the available resources, size of the fire, extent of danger to the victim and the ability of a victim to take advantage of areas of refuge that were hopefully part of the construction design.
- For a defend-in-place tactic to be a successful option, existing building construction features that utilize **the NFPA Standard 1 – Life Safety Code** should be required in the design phase of construction.
 - Requirements of the Life Safety Code for construction of a senior care facility that has areas of refuge require a significant amount of pre-planning in the design phase of construction.

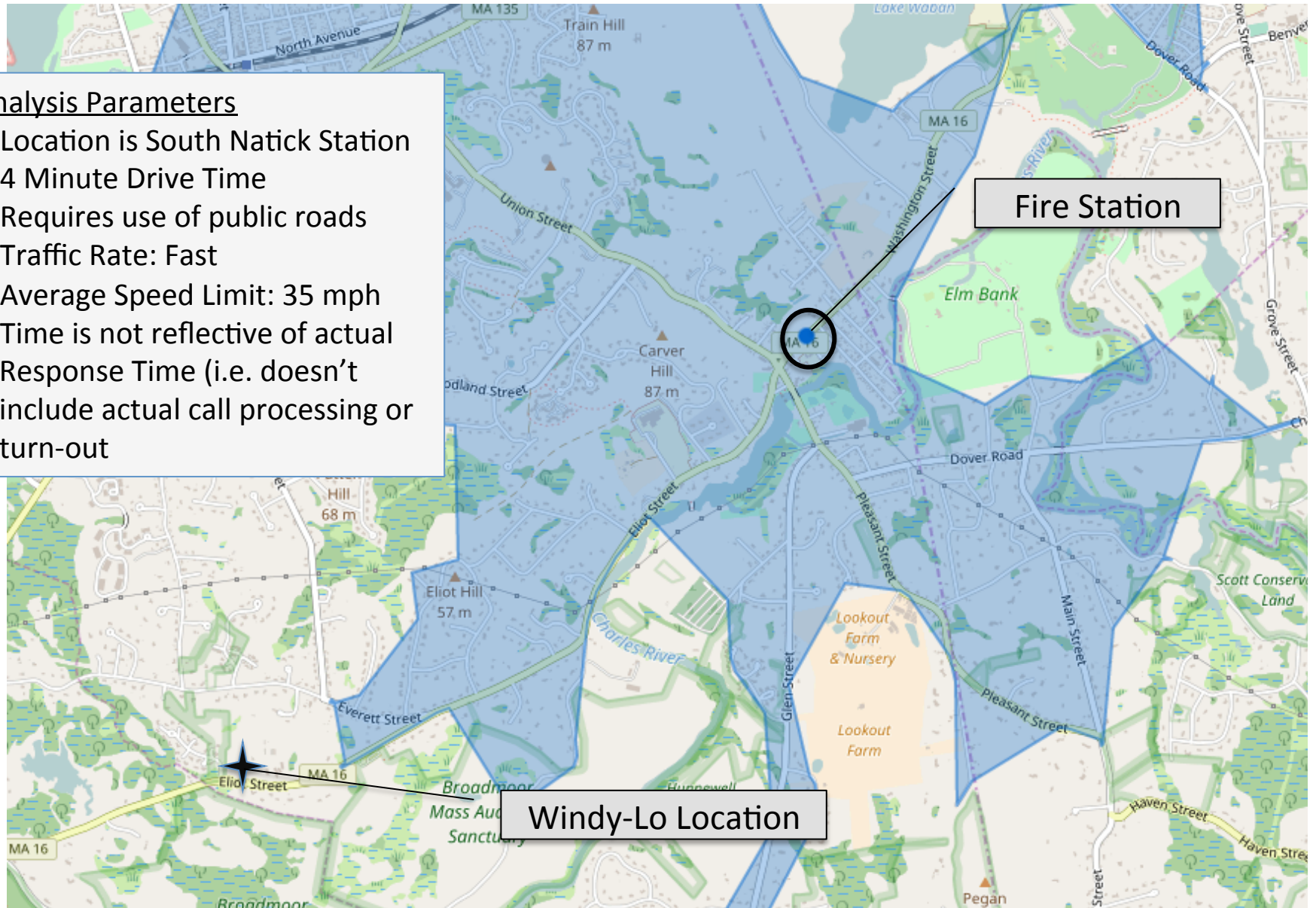
Applying NPFA 1710 to Drive Time Analysis to Manage Response Time

- NFPA and ISO provide different but often complementary standards for Emergency Response and Firefighting
- ISO set a benchmark criteria of an expected response time of 3.2 minutes for an engine company and 4.9 minutes for a ladder-service company in a defined standard response district.
 - The formula has been validated on numerous occasions and yields an average speed of 35 MPH for a fire apparatus responding with emergency lights and siren (considering average terrain, average traffic, weather, and slowing down for intersections).
- NFPA 1710 establishes the Standard Response Time which begins upon completion of the dispatch notification and ends at the time the team reports arrival on-site
- The goal in 1710 is as follows:
 - 60 seconds to turn-out
 - 4 minutes for the first engine company to arrive
 - 8 minutes for the full first-alarm assignment
 - For at least 90 percent of all fire calls.
- The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes
- When considering response time one should evaluate the ability to use the public road systems to get to the emergency
 - The road network analysis factors in road type, speed limits, time of day traffic, weather, travel lanes, passing lanes and turning clearances and radius, as well as other factors

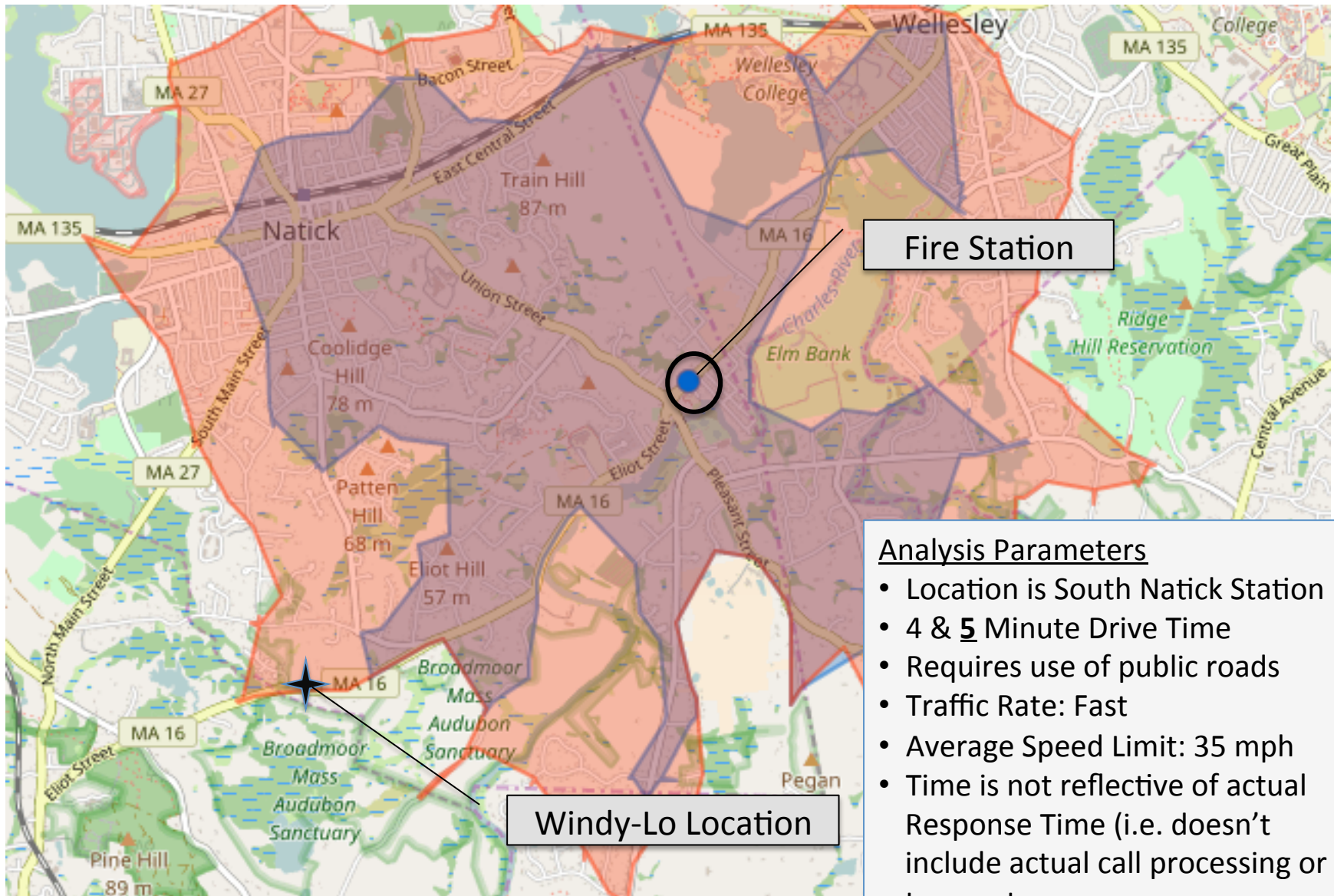
Drive Time Analysis – South Natick Fire Station (#2)

Analysis Parameters

- Location is South Natick Station
- 4 Minute Drive Time
- Requires use of public roads
- Traffic Rate: Fast
- Average Speed Limit: 35 mph
- Time is not reflective of actual Response Time (i.e. doesn't include actual call processing or turn-out)



Drive Time Analysis – South Natick Fire Station (#2)



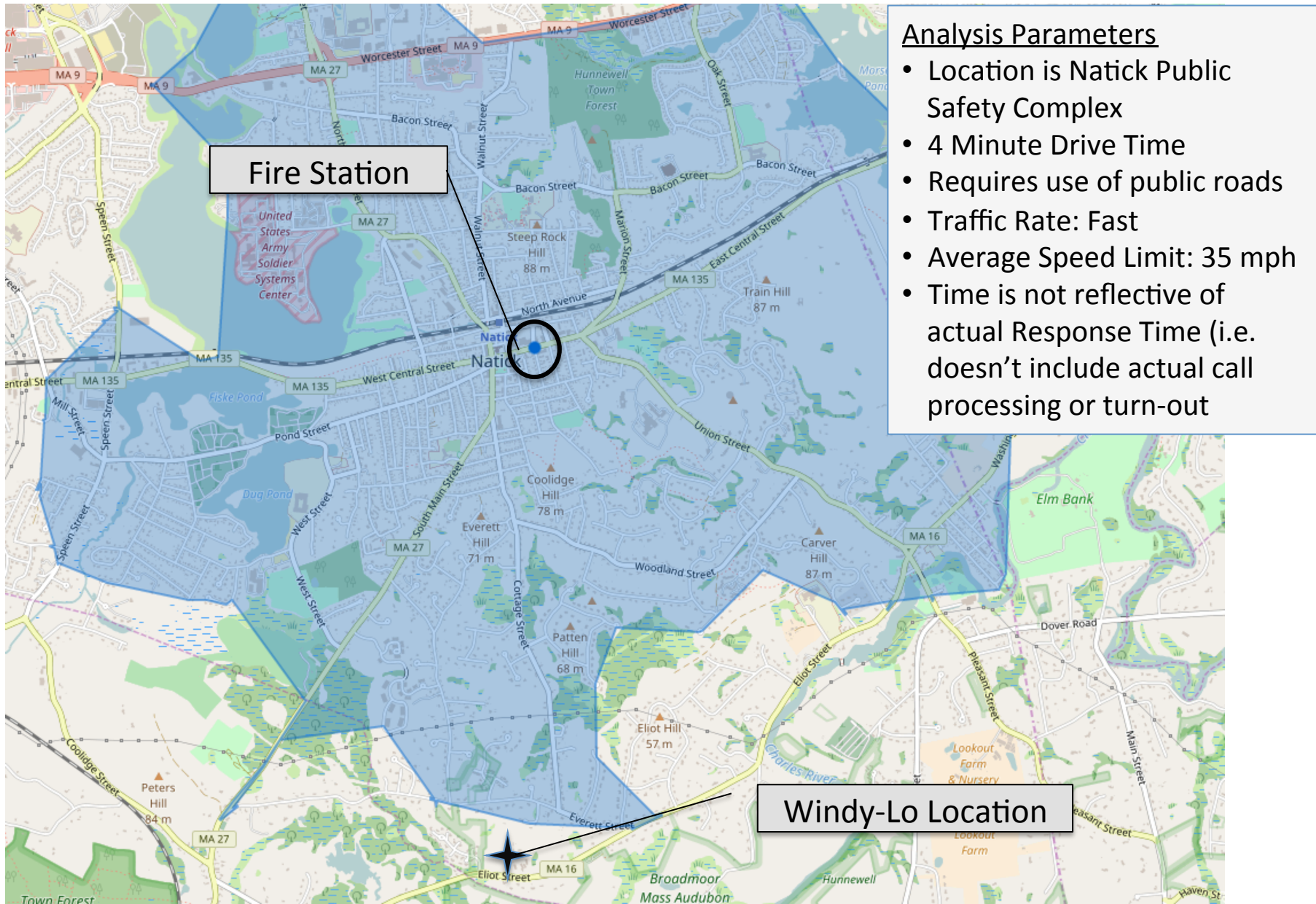
Fire Station

Windy-Lo Location

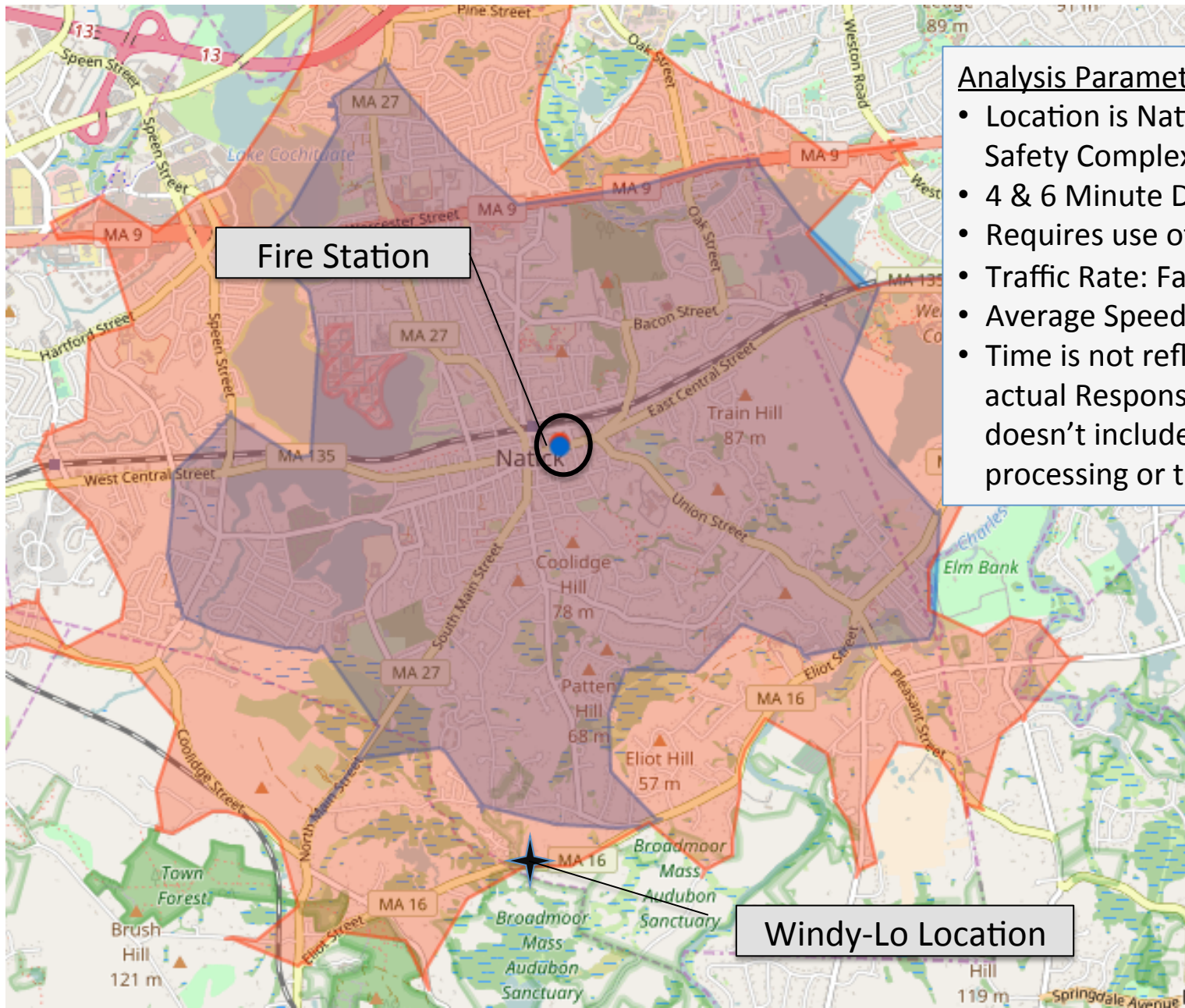
Analysis Parameters

- Location is South Natick Station
- 4 & 5 Minute Drive Time
- Requires use of public roads
- Traffic Rate: Fast
- Average Speed Limit: 35 mph
- Time is not reflective of actual Response Time (i.e. doesn't include actual call processing or turn-out)

Drive Time Analysis – Public Safety Complex



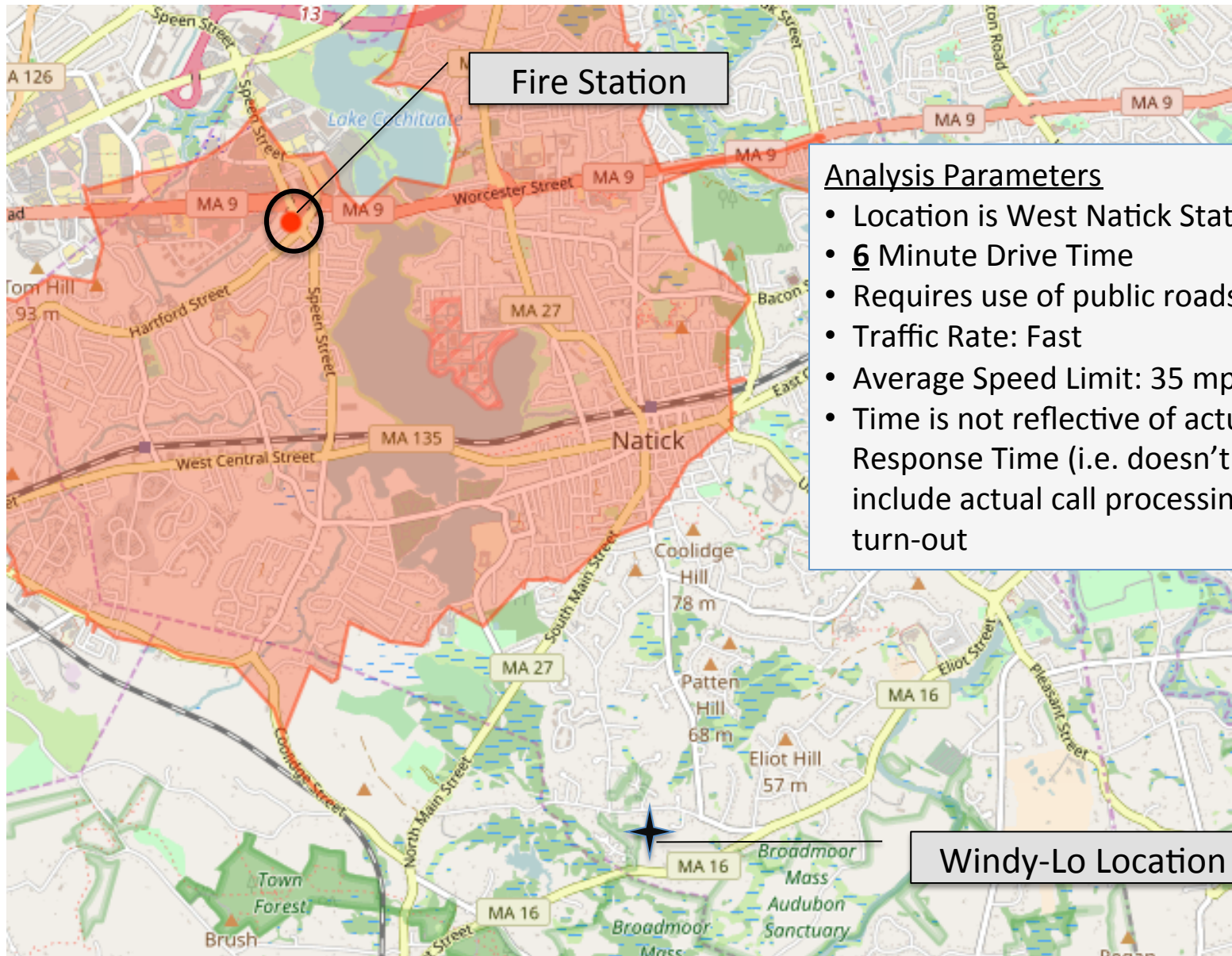
Drive Time Analysis – Public Safety Complex



Analysis Parameters

- Location is Natick Public Safety Complex
- 4 & 6 Minute Drive Time
- Requires use of public roads
- Traffic Rate: Fast
- Average Speed Limit: 35 mph
- Time is not reflective of actual Response Time (i.e. doesn't include actual call processing or turn-out)

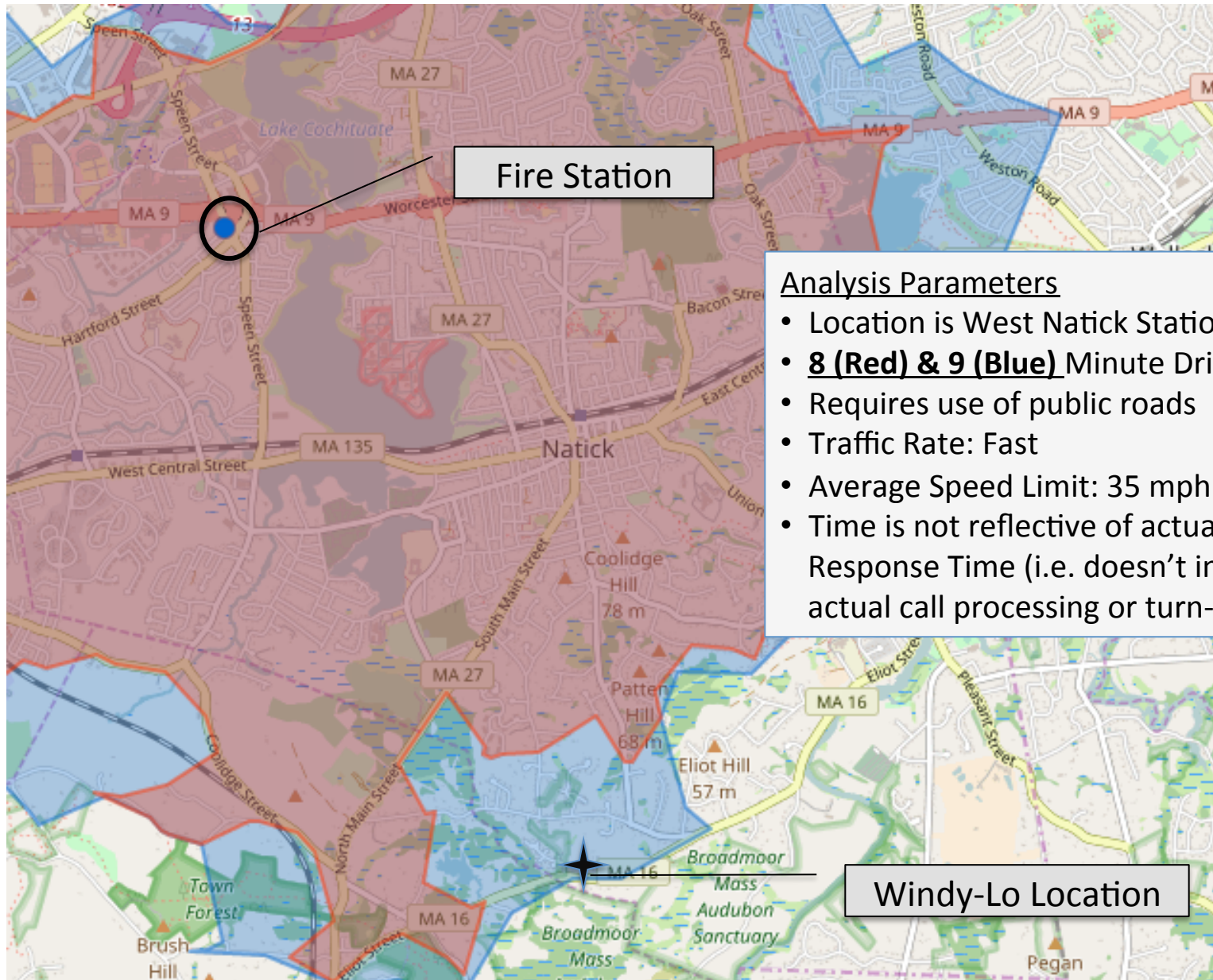
Drive Time Analysis – West Natick Fire Station (#4)



Analysis Parameters

- Location is West Natick Station
- 6 Minute Drive Time
- Requires use of public roads
- Traffic Rate: Fast
- Average Speed Limit: 35 mph
- Time is not reflective of actual Response Time (i.e. doesn't include actual call processing or turn-out)

Drive Time Analysis – West Natick Fire Station (#4)



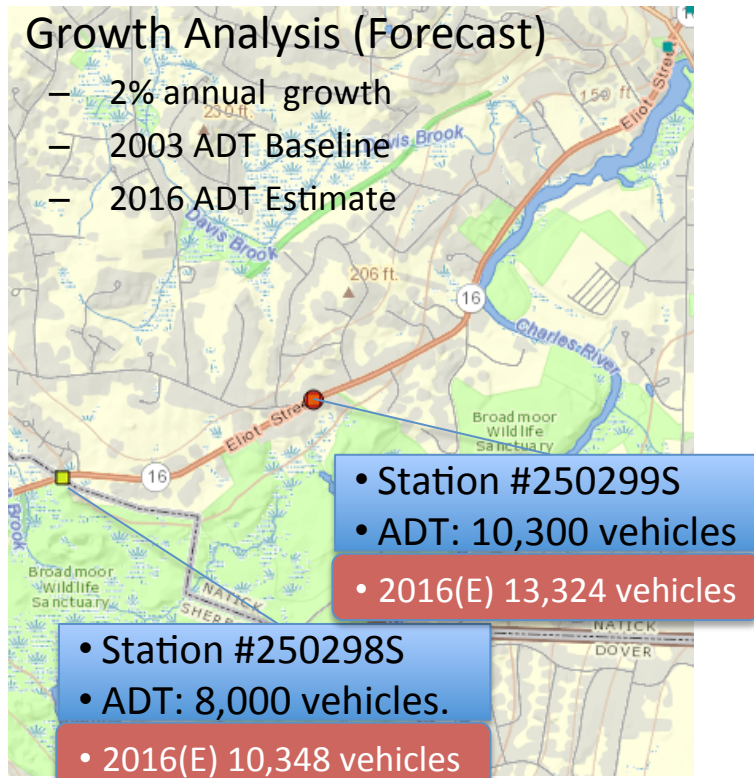
General Traffic Analysis

Eliot St/Route 16– Average Daily Traffic

- Route 16 Natick/Eliot Street
- Road ID 25962300
- Most Recent Count Date – 6/24/2003

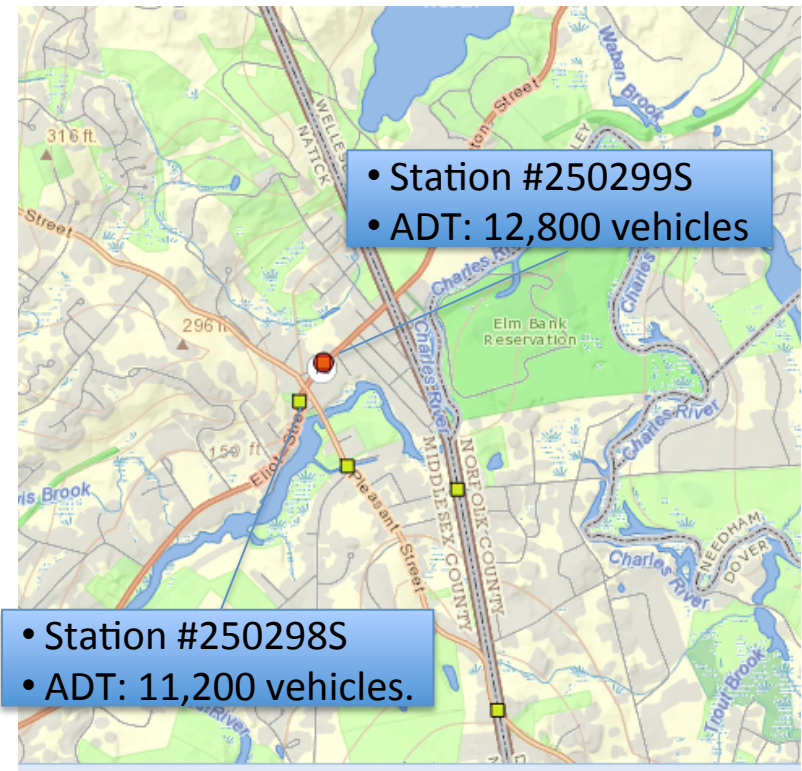
Growth Analysis (Forecast)

- 2% annual growth
- 2003 ADT Baseline
- 2016 ADT Estimate



Eliot/Union/Pleasant Intersection - ADT

- Route 16 Natick/Eliot Street
- Road ID 25962300
- Most Recent Count Date – 6/24/2003



How Volume Trend is Calculated

- How Volume Trend is Calculated
- Take the AADT values for each year.
- If any AADT are missing, use the average of all 24hr volume counts that are not marked as abnormal for that year.
- Display the Compound Annual Growth Rate (CAGR) for each year (and span of years if missing both AADT and 24hr volumes).
- Note: Trend may be inaccurate if a year is not over yet or contains incomplete data.

Year	Annual Growth
2016	5%
2015	0%
2013	3%
2010	-1%
2009	9%
2008	-2%
2007	0%
2006	-14%
2005	17%
2004	0%

A Letter from the Flaggs

Dear Town Meeting Member,

We opened Windy-Lo Nursery in 1961 and time finally caught up with us. As you may have heard or read in the newspapers, we are selling our Windy-Lo property to Artis Senior Living, a prominent builder, owner and operator of assisted living and memory care residences.

We had talked about selling for a few years and finally came to the conclusion that, after working 60 hours-a-week for 55 years, we've earned a rest. But that was the easy part.

The hard part was deciding to whom we should sell the property and for what use. The town of Natick and its residents have been very good to us and we weren't going to forget that. So what to do?

We received calls from many developers, including those who wanted to build a residential development, which would increase traffic and noise, likely require a cut-through street, and increase school-related costs for the Town.

After lots of thought, we decided that the best way to help the Town was to provide a much-needed "home" for Natick's under-served and growing number of senior citizens, particularly those with dementia and in need of professional assistance with their daily activities. We researched Artis Senior Living and concluded it was the best company to work with.

According to a study prepared for Artis, our nation's population is getting older and will continue to get older for many years to come. Natick currently has more than 9,000 seniors aged 75 or older, and 36,000 care-giving "adult children" aged 45 and older. ***Yet, there are only 142 assisted living beds and 85 memory care beds within 5 miles of the Windy-Lo property and only one dedicated, free-standing memory care residence within 10 miles of the property.***

So, if you or your loved ones are struggling with memory disorders, but want to remain in Natick, you are presently pretty much out of luck.

Artis is proposing to build and operate 132 units in two single-story buildings on the southern (Eliot Street) portion of the Windy-Lo property. One of the residences will include 72 single-occupancy units and will be dedicated to seniors with middle to late stages of Alzheimer's disease and related memory disorders. The companion residence, with 60 units, will be a general assisted living residence serving people either not affected with dementia or in the earliest stages.

What's great about the Artis plan is that the residences will be set back at least 200 feet from Eliot Street; it generates very little traffic as very few of the residents will drive; it is quieter than my tractors and equipment; and it will generate significant revenue to the Town while requiring minimal local services.

And, best of all, Artis has agreed to preserve almost six contiguous acres of the 17-acre Windy-Lo property as open space.

We think it's a win-win-win for us, the neighborhood, and the community -- and we hope you do, too. However, to make this wonderful plan a reality, we need your help.

Because our property is zoned Residential Single-B, Artis' proposal requires an amendment to Natick's zoning by-law to create an Assisted Living Option Overlay District (ALOOD). Three Citizens' Petitions have been filed seeking Town Meeting approvals needed for this use. Approval of the Overlay District (Warrant Article 34) requires a two-thirds vote of Town Meeting members at Town Meeting. Two other warrant articles also require a two-thirds vote of Town Meeting members, one would add the definition of "Special Care Residence" for individuals with cognitive and other impairments to the zoning by-laws (Article 33), and the second would place the Windy-Lo Nursery property within the newly-created ALOOD District (Article 35).

Town Meeting is scheduled to start April 11, 2017, but please check with the Town for the exact date of the voting on Warrant Articles 33, 34 and 35.

If you want to learn more about Artis Senior Living and its proposal for Natick, you can find much more information on the Artis website: www.natickartis.com

Wishing you the best,



Sally and Phil Flagg

Topics > Company Officer Development



TACTICAL FIREFIGHTING

with Jim Spell

Firefighter response: Senior-living facilities

Whether evacuating, protecting in place, or both, firefighters need a great deal of planning and understanding for emergencies at senior-care facilities

May 4, 2015



Whether as a condo, townhome or a complex of graduated assisted-living pods, senior living space is an ever-changing and rapidly growing segment of many communities as aging baby boomers retire at a rate of 10,000 a day.

Unlike the conventional hotel-style buildings of just a few years ago, senior living has taken on a whole new look. And along with this trending lifestyle change comes new strategic and tactical considerations for fire departments.

As a firefighter, whether you encounter a protect-in-place philosophy or people running for their lives, the fact is, people older than 65 are twice as likely to be killed or injured by fire regardless of where they are.

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How to respond to fires in senior-care facilities

A large number of senior-care residents may be incapable of self-evacuating or recognizing a threat.

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Mobility issues as well as hearing and visual impairments are the primary causes of response challenges when dealing with seniors, especially as they enter their eighth and ninth decade.

Protect in place

Protect in place is the strategy of choice when dealing with limited-mobility residents, less fire personnel and a confirmed location of the threat. It is a quicker, easier and certainly a less stressful strategy in multi-story buildings. Yet, it is rarely taught successfully and its benefit diminishes in facilities without sprinklers.

While all senior living facilities require licensing and specific code compliance under NFPA 101, such is not always the case.

Most senior centers handle evacuations with fire alarm activation much like a hospital or school, calling a code red either by intercom or hall monitor in coordination with activating the fire response system.

Before fire companies arrive, the employees' primary action will be corralling all residents. The level of their success will depend on the information available to the tenants and the number of past drills. Some tenants' lack of mobility and special needs may complicate this directive regardless of the facility's policy.

Remember too, health-care workers in senior-care centers are not firefighters and any visible threat could result in immediate evacuation by all ambulatory personnel regardless of condition or age. As firefighters arriving on scene, you will find a labor-intensive incident, fire or not.

Step one

The first step in any emergency response to a senior-care facility is compliance. You must place senior centers at the top of the life-safety inspection ladder for your department.

A canceled on-site inspection can result in dangerous conditions for occupants and first responders alike. Unsecured oxygen bottles, sharps left out along with used bandages, loose medical devices and gurneys abandoned in hallways can all pose a direct threat to firefighters and field medics not to mention your great-aunt Edna.

Next comes appropriate pre-incident planning that aligns with current code, policy and response criteria. Beginning with the basics of protect in place and evacuation scenarios, senior-living facilities require detailed reviews and demand facility interaction, with both structures and occupants.

Whether pods or cells or atriums, these modern living centers are equipped with the finest in fire and security protection. Unfortunately, despite additional exits, specialized systems, additional trained staff, sophisticated fire barriers and the latest in emergency lighting, inappropriate human behavior can deter any redundancy in protection systems.

Practicing fire drills on residents may be deemed too difficult by a well-meaning staff. Further, unannounced evacuations can cause injuries to fragile participants as noted by the IAFF's roundtable forum in 2004.

Evacuation

The key is human interaction resulting in an acceptable schedule of training and practice. Meet with caregivers and administrators to establish a rapport that will lead to proactive inspections, table-top discussions of possible incidents, predetermined protocols for every emergency involving first responders and a walk through by everyone.

For example, such interactions can result in an evacuation procedure involving all employees and responders with some entering rooms, others providing ambulatory devices, and final crews removing all patients to accountability and rehab. Temporary evacuation sites and external staging areas for personnel and equipment can be in place prior to arrival.

For firefighters, it is important to remember the acronym RACE — Rescue, Activate, Contain and Extinguish or Evacuate. This is used by many senior institutions as a reminder about how to reach a successful resolution of any incident.

Here are four points to remember when evacuating a senior-living facility.

1. Find a person in authority to expedite an evacuation; accountability is an ever-present concern.
2. Be aware of behavior typical of the elderly, their physical limitations and appropriate care and removal tactics when interacting with them.
3. Be aware that patients with serious medical and psychological conditions may hide during an evacuation.
4. Prepare for long-term relocation, which may be necessary even when protect in place is the initial procedure.

Accountability and rehab

Accountability and rehab will have totally different criteria for seniors. Local doctors and nurses as well as facility workers experienced in geriatric care can work in accountability and rehab as well as triage and patient care.

Firefighters need to be vigilant while working with seniors. Like children, many seniors will not display their physical weaknesses until they are critical. Privacy and quiet may be just as important as water and a blanket.

Responding firefighters will find any incident to be manpower intensive with patient mobility and time working against them. Outside, there are issues of weather, exigent care needs and again the sheer volume of people in the area.

Some futurists predict senior complexes will have their own response brigades. Until then, it is a fire department's responsibility to ensure the security and safety of those who most need our help.

About the author

Jim Spell spent 33 years as a professional firefighter with Vail (Colo.) Fire & Emergency Services, the last 20 years as a captain. He helped create the first student/resident fire science program west of the continental divide, formed the first countywide hazmat response unit and was on the original Colorado Governor's Safety Committee. As founder of HAZPRO Consulting, LLC, Jim advises business on subjects ranging from hazard analysis and safety response to personnel development and organization. Jim's writing has won six IAFF media awards. He has an associate's degree in fire science and a bachelor's degree in communications. He can be reached at Jim.Spell@FireRescue1.com.



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STREET SMARTS
with Michael Lee

How to Respond to Fires in Senior Care Facilities

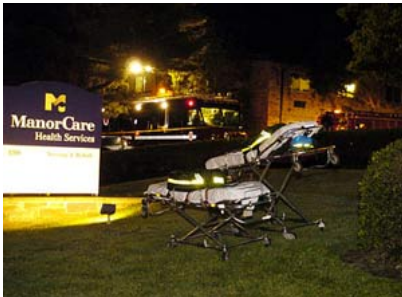
Dec 7, 2009



By Michael Lee

The "graying of America" is covered widely in the mainstream media — but what about its effects on our responses? People aged 65 and older made up 12.4 percent — or 35 million — of the population in 2000. It's predicted they will form 16.3 percent of the population by 2020, while in 2030 nearly one in five Americans will be 65 and older.

Coupled with the new life expectancy standard of 77.7 years of age, we are facing what will soon be a critical residential impact for seniors and the ability to care for them based on their self-care abilities. This means that if you have not already noticed an increase in the construction of senior care facilities, you soon will. It will in turn increase the number of facilities we will be responding to — and therefore we should be evaluating our standard approaches to the strategy and tactics of fighting fires in senior care facilities.



AP Photo/Nick Wass Stretchers and fire trucks stand by outside a nursing home in Chevy Chase, Md., following a fire in 2005. Many of the 140 residents needed assistance out of the building and four people were hospitalized with injuries from the fire.

Based on the level of an assistance a resident requires and their life skill abilities/intervention, the question of self-preservation prompts the following question: In the possibility of a fire, are the individuals in this facility able to rescue themselves? If fire department intervention is required, how many resources will be required and how involved with the rescue mission will command commit resources before locating, confining and extinguishing the fire?

A large number of senior care residents may be incapable of self-evacuating, or self-recognizing a threat and unable to choose the most appropriate self-rescue option. This limited or absent ability to self-evacuate may require a shift in thinking and tactics compared to the standard firefighting tactics of RECEO.

The significant amount of resources required for rescue may prevent the successful ability to extinguish the fire and successfully rescue all occupants if the standard RECEO acronym of rescue, exposures, confinement, extinguish and overhaul is not modified.

A better option may be to protect residents in place while a locate/confine/extinguish tactic would remove the source of the problem and minimize the number of occupants that may have to be removed. This may also reduce the total amount of resources required to manage this incident from multiple alarm assignments to hopefully 2 alarms.

Facilities You Will Encounter

Currently the NFPA's Fire Protection Handbook defines senior care facilities as those that are responsible for the treatment of persons with physical, mental illness, disease or infirmity of aged persons. These may consist of sleeping accommodations for individuals who may be incapable of self-preservation due to

The definition of a "defend-in-place" tactic is when a fire can be quickly controlled. This tactic requires leaving people in a burning building and is a calculated risk. Such a decision must be made based on the available resources, size of the fire, extent of danger to the victim and the ability of a victim to take advantage of areas of refuge that were hopefully part of the construction design.

For a defend-in-place tactic to be a successful option, existing building construction features that utilize the NFPA Standard 1 – Life Safety Code should have been required in the design phase of construction.

Requirements of the Life Safety Code for construction of a senior care facility that has areas of refuge require a significant amount of pre-planning in the design phase of construction. From a fire department perspective, it is also critical that the elements built during construction are kept functional and operational by on-site, regular fire safety inspections. The features that should be designed into the creation of a safe senior care facility include:

Fire-resistive construction

Facilities of more than three stories should be of a two-hour fire-resistive construction. Those less than three stories may be built with combustible materials, but should have proper fire sprinkler support.

- **Compartmentation**
Sleeping areas (other than the room of origin) must be able to serve as a temporary area of refuge and should be isolated from all other areas of the building spaces by fire rated construction.
- **Protection of vertical openings**
All shafts and/or stairwells should be enclosed in a fire rated material. For vertical openings that connect more than three floors, a two-hour rating is required. For less than three floors, it must have a one-hour rating.
- **Adequate means of egress**
Due to the limited movement of occupants, design is primarily created to enhance horizontal rescue versus vertical movement. Movement corridors must be wide enough to allow for occupant movement and movement of patient beds.
- **Exit marking/illumination/back-up battery power**
- **Limiting the incorporation of interior finish materials**
- **Fire alarms**
- **Smoke movement control**
Designed into the air handling systems.
- **Adequate protection of building service equipment**
Those areas where mechanical equipment is contained within the footprint of the structure should have a minimum two-hour rating.
- **Control of fuel loads**
- **Ensure that combustible items added after completion of construction does not surpass the ability of the extinguishing ability for sprinkler suppression systems in any area.**
- **Fire sprinklers.**

Correct design of senior care facilities can greatly assist with the defend-in-place strategy if they follow the above recommendations outlined in the NFPA Fire Protection Handbook. All of the features bring another layer of protection to the fire protection design. The design allows for occupants to move horizontally to areas of refuge instead of trying to exit down vertical stairwells when they may be mobility challenged. Barriers subdivide each floor to create further areas of refuge without having to use stairs. Automatic sprinklers assist with enhancing the defend-in-place strategy. In addition, the compartmentation decreases the ability of a fire to move easily from one area to another.

Fires at senior care facilities are challenging and will generate more operational tasks than standard first alarm companies can handle. If the incident commander is unable to assign sufficient resources early on, they will be placed in a position where they are constantly trying to catch up. Any reported fire in a senior care facility should be automatically upgraded to a second alarm assignment.

It is critical that the initial companies have preplanned this facility and are very familiar with it. Interior hose stretch lengths should have already been measured and companies should know the required lengths based on the floor plan.

physical or mental disabilities/limitations. Some may have security measures that limit freedom of movement. According to the Life Safety Code, these senior care facilities are generally sub-divided into:

Independent-living facilities

These may consist of condos, apartments or townhouses where seniors live with limited or no supervision. The seniors can still drive and live active lifestyles. Residents are generally checked on every 24 hours to confirm they are doing well.

Assisted-living facilities

These cater to the group of seniors that is ambulatory and able to complete self-hygiene care processes. Facilities generally have on-site dining and the staff can assist residences with limited intervention such as medication administration and are checked on more frequently.

Limited-care facilities

These can be a complete building or a portion of a building used for housing four or more persons who are incapable of self-preservation because of age, physical limitations due to accident or illness, or limitations such as mental retardation/developmental disability, mental illness or chemical dependency.

Long-term care facilities

Also called nursing homes, dependent living or skilled nursing facilities. In these facilities, seniors may be fully lucid, but still be a victim of deteriorating physical health. These facilities host individuals who have physical challenges from ambulatory difficulties to ventilator-dependent patients. These seniors are generally unable to care for themselves, their needs and safety without assistance from another person. These facilities utilize oxygen through cylinders or plumbed in piping.

Hybrid facilities

This is the fastest growing of the senior care facilities. They are large facilities that can handle all four groups. This seems to be common for Alzheimer's patients. They also allow for the possibility of moving a patient from one area to another should their ability to deliver self-care deteriorates and increased levels of assistance are required.

The defend-in-place strategy is a choice the incident commander may consider when initial on scene or responding resources may not be able to match the requirements for the standard RECEO process. The amount of assistance required to assist all occupants off of the fire floor may prohibit the effective fire suppression efforts.

The defend-in-place concept is to find/confine/extinguish the fire and thereby decrease the source of the smoke/heat problems. Chief Tom Brennan put it this way: "If you put the fire out, your problems tend to go away." To do this, it requires that the initial crews be familiar with on-site suppression equipment:

- Does the facility have standpipes or are you responsible for creating your own interior water supply?
- Are the standpipes accessible from the interior of the stairwell or must it be accessed from the hallway?
- Is the initial hose selection able to extinguish the volume of fire to be put out? Can the extinguishment process be completed quickly?
- Is evacuating residents impacting the interior fire attack team?
- How critical is the smoke layer on the fire floor?
- How soon will ventilation be required for interior occupant survival?

The decision to utilize the defend-in-place strategy should never be chosen lightly. This is one tactic where ventilation must be initiated early but coordinated with interior attack crews. If ventilation tactics will draw the fire into the main evacuation hallway, wait until the attack team is ready for their push to extinguish. What is the possibility this may become a wind-driven fire once the unit of origin is found and entry is gained?

These tactics increase the possibility of exposing occupants to fire in areas where they may be rescued easily. Crews must be very deliberate to try to prevent smoke from the fire floor from traveling to unaffected areas. Positive pressure ventilation in stairwells and the fire floor can be very effective in controlling smoke migration.

Initial tactics once the defend-in-place strategy is selected dictate that the initial attack team will be very busy for a short amount of time. Its primary assignment is to find the seat of the fire and stretch an initial attack line as close to the fire as possible. This may require hoisting a 2 ½" gated wye as the supply line through a window a unit or two away.

The fire must be knocked down as quickly as possible and then ventilation initiated if it has not been started. Secondary teams must begin a unit to unit search for victims to evacuate. If the units are tenable, wait until the environment in the evacuation hallway is safe before moving the occupants down dark, smoky hallways.

Have an on-site manager meet with the IC to confirm the accountability of all occupants. It might be a good idea to get a coach bus or two to respond to the scene to allow for a comfortable environment for your occupants. Remember that although we may be warm, the seniors may not be. Anticipate the need for additional transport units should the occupants develop issues secondary to the stressful event they are being exposed to.

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About the author

Michael Lee has 25 years experience in pre-hospital paramedic experience and about 20 years experience in the fire service. He started as a FF/Paramedic and worked up through the ranks, including training officer, to his current position as battalion chief. He currently serves as battalion chief at Mountain View Fire Protection District in Colorado. He is currently filling the role of safety officer for FEMA USAR Colorado Task Force One and has military service in the U.S. Navy. To contact Michael, email Michael.Lee@FireRescue1.com.

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07/18/2008

NFPA 1710, 1720, and response time

Fire service response is a complex system involving variables and constants. All emergency responses follow a timeline beginning with a discovery of an event and ending with closure or mitigation of the event. The variables are discovery of the event, reactions of the people involved, amount of time to react, weather conditions, and traffic conditions. The constants are emergency system infrastructure and the road network. To manage response time you have to manage these elements.

Technology like GPS in fire vehicles and GIS software when used with incident reports provide the tools and data to fully evaluate incident response. The staffing systems used by the fire service in North America are various, but principally include career, paid-call, and volunteer personnel. Any given fire department may be staffed in one manner or in a combination. The NFPA treats volunteer and career departments differently when it comes to response time standards. For those departments that are substantially (>80%) career there is NFPA 1710. For departments that are substantially (>80) volunteer there is NFPA 1720. For those departments in between the range there is nothing. The two standards are often misunderstood, the 1710 standard for response time has been used in news reports to evaluate all types of fire departments, including volunteers. It is not intended for that purpose and using it in that manner is misleading. The goal in 1710 (for career firefighters) is as follows: 60 seconds to turn-out, 4 minutes for the first engine company to arrive, and 8 minutes for the full first-alarm assignment for at least 90 percent of all fire calls. The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes. The variables are whether or not the fire room is ventilated (open doors or windows), size of the compartment, configuration, fuel load, etc. In the worst case scenario, the critical temperature is reached and the flashover engulfs the room in fire before firefighters arrive to control the event. With flashover, the fire moves beyond the room of origin. NFPA 1710 response times are meant to ensure that flashover is prevented through fire control. (Automatic fire sprinklers are intended to control fire development to prevent flashover, thus keeping the fire to the area or room of origin.) With a good response time and adequate available water supply, fully staffed fire departments stand a much better chance of minimizing fire damage. NFPA 1720 applies to volunteers who typically don't have personnel on-duty in stations and instead respond to page-out from home, work, or elsewhere. It is this fact of volunteer response that introduces a key variable into the picture. Volunteers cannot guarantee availability like career, on-duty staff can do unless the volunteers are in the station when actually alerted. In this standard response goal criteria are very different and intended to reflect the nature of a volunteer response system.

In general, 1720 provides the following benchmarks:

- **Urban Zones** with >1000 people/sq. mi. call for 15 staff to assemble an attack in 9 minutes, 90% of the time.
- **Suburban Zones** with 500-1000 people/sq. mi. call for 10 staff to assemble an attack in 10 minutes, 80% of the time.
- **Rural Zones** with <500 people/sq. mi. call for 6 staff to assemble an attack in 14 minutes, 80% of the time.
- **Remote Zones** with a travel distance =8 mi. call for 4 staff, once on scene, to assemble an attack in 2 minutes, 90% of the time.

There is a direct relationship between fire development, temperature, and time. Intervention is the strategy, whether it is through the use of automatic fire sprinklers or firefighters. Community resources dictate fire service capacity. The larger the town, the more fire stations may be needed. Having fire stations implies staff and equipment. Staffing presents an option, to a point volunteers are less expensive than paid staff, however the savings in personnel costs may translate into a higher community-wide fire loss. The distribution of fire companies (stations) is important and ISO looks for the built-upon area of a community to have a first-due engine company within 1.5 road miles of its assigned district and a ladder-service company within 2.5 road miles. Using a formula developed by the RAND Corporation (**Expected Travel Time = 0.65 + 1.7 Distance Traveled**), ISO set a benchmark criteria of an expected response time of 3.2 minutes for an engine company and 4.9 minutes for a ladder-service company in a defined standard response district. The formula has been validated on numerous occasions and yields an average speed of 35 MPH for a fire apparatus responding with emergency lights and siren (considering average terrain, average traffic, weather, and slowing down for intersections). The NFPA uses this formula in the

1142 standard. ISO determines standard response districts (SRD) for each existing fire station. An SRD for an engine company is a polygon defined by streets leading from the fire station out to a distance of 1.5 road miles. For a ladder-service company, the standard response district is a polygon defined by streets out to a distance of 2.5 road miles. The ISO then considers the number of fire hydrants within the SRD. (When fire hydrants are not available they measure the total linear road miles in the standard response district.) Thus, the presence of hydrants signifies a built-up area. They then identify contiguous built-upon areas in the community that do not have a fire station within the specified distance. If such an area has at least 50 percent of the number of fire hydrants (or, in areas without hydrants, 50 percent of the linear road miles) found in the SRD, they consider that the area may need a fire station. The SRD in cities with multiple engine company locations is the average number of hydrants served by the existing engine companies as determined by the total of hydrants within 1-1/2 mile areas divided by the number of engine company locations. Consideration may be given for excluding relatively low number hydrant stations as described below. (from ISO's mitigation website) (Note: This is only a cursory review of this subject as it applies to ISO's rating schedule criteria for response and station location.) In addition, the ISO provides exceptions to their response area coverage criteria for cities and towns lacking a hydrant system or only having partial hydrant coverage. The exceptions vary by state and are sometimes referred to as the suburban rule.

Summary of the ISO Suburban Rule Exceptions:

- Properties 5 road miles or less to a responding fire station and with a hydrant within 1,000 feet are classified as being within the hydrant area. Thus, these properties receive better public protection classifications.
- Properties 5 road miles or less to a responding fire station and with a hydrant more than 1,000 feet away are classified as protected, but outside the hydrant system. These properties receive a lower public protection classification
- Properties more than 5 road miles to a responding fire station receive the poorest public protection classification, essentially being without unrecognized protection. These properties receive the absolute lowest public protection classification.

(Note: The public protection classification (or PPC) scale is 1 - 10, with 1 being the best.)

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