



November 21, 2024

Karl W. Moritz, Director, Department of Planning and Zoning  
Robert M. Kerns, AICP, Division Chief  
Nathan Randall, Principal Planner  
Alexa Powell, Urban Planner

Re: Rezoning #2024-00003  
Development Special Use Permit #2024-10015  
2807 King Street – Silverado Alexandria Memory Care

Dear Director Moritz:

The Taylor Run Citizens Association (TRCA) appreciates Silverado Alexandria Memory Care's community engagement regarding the above matter.

At this time, TRCA has no concerns and does not oppose the application presented to the community. TRCA values Silverado's mission to provide high-quality care to the elderly in a beautiful and well designed physical setting.

Please do not hesitate to contact me.

Regards,  
Eve Anderson  
President, TRCA

Katie Hilburn  
3207 John Marshall Drive  
Arlington, VA. 22207  
kathrynhilburn@gmail.com  
(770) 355-4020  
November 21, 2024

Planning Commission  
[PlanComm@alexandriava.gov](mailto:PlanComm@alexandriava.gov)  
City of Alexandria  
301 King Str #2100  
Alexandria, VA 22314

Dear City Planning Commission Members,

I am writing to express my strong support for the proposal to expand the bed count at Silverado Alexandria by adding companion rooms. As a Regional VP of Operations with Silverado, I have witnessed firsthand the benefits that companion rooms provide for our residents living with a memory-impairing disease.

It is human nature to have a difficult time relating to something that is foreign to us, and I would imagine that no one reading this letter is personally living with memory impairment. So I thought it might be helpful to draw a parallel that the majority, if not all of us, can actually relate to.

I remember the anxiety I felt heading off to my freshman year in college. It was daunting to process all of the simultaneous changes that were happening, including leaving my childhood home of 18 years and departing from all of the routines that had been established in that familiar space, and saying goodbye to my family and friends. Everything was going to be new and unfamiliar, and I was scared. My dad escorted me up the stairs of the dormitory, Cooper Hall, down the corridor to Room 104 where I met my roommate Kelly Driskell. The bond we created, built out of the shared experience we were both navigating, was immediate and lasting. 28 years later, we are still close friends.

Now imagine that you are living with memory loss, and about to leave the safe haven where you raised a family and potentially spent decades of your life. You are departing from all that you have known for something entirely different, without the ability I had as a college freshman to thoughtfully process and appropriately respond to those unpleasant emotions. Through that lens, it is important for us all to understand that moving into a private room is not a pleasant experience for many of our residents. There is comfort alone found in just occupying that space with someone else. But far beyond that, I have witnessed the life-changing bonds and incredible connections that form with our residents in companion rooms, as well as their families. If they had decades more to live, I believe their friendships would withstand the test of time, just as mine has with Kelly.

You will hear from many of our Medical Directors and family members affirming the cognitive, social, emotional, physical and financial benefits they have seen as a direct result of companion living. Even family members who were initially skeptical about the idea could not deny the value it brings once they saw the positive transformation of their own loved one.

That “fear of the unknown” currently being expressed by some families at Alexandria is also normal, as we have been a community with a majority of private rooms since we opened. However, the concept of companion living is not new to Silverado as an organization. We have a proven track record, which our families, clinical partners, and even our residents, will attest to of managing communities with companion living incredibly well. In fact, for communities that Silverado is able to design, we are predominantly companion rooms at 75% or above.

We are all committed to delivering the highest quality of care to our residents and families. Within that commitment lies a core belief that companion living should be a choice that is extended to families moving a loved one into our Alexandria community, having seen the life-changing care others have experienced.

Thank you for your thoughtful consideration.

Kind regards,

Katie Hilburn  
Regional VP of Operations, Silverado

November 26, 2024

Planning Commission  
City of Alexandria  
301 King Str #2100  
Alexandria, VA 22314

Via Email:  
[PlanComm@alexandriava.gov](mailto:PlanComm@alexandriava.gov)

Loren Shook, President and CEO and Chairman

Ecopy:  
[LBShook@silverado.com](mailto:LBShook@silverado.com)

RE: Support for Silverado at Alexandria

Dear Honorable Planning Commissioners,

I am writing to express my strongest support for Silverado Senior Living. I have worked with Silverado for nearly 30 years in the design and development of specialized social-model dementia care centers across the United States. I have witnessed firsthand the benefits of the Silverado Program. Most specifically, I support Silverado's proposal to expand the bed count at Silverado at Alexandria by increasing the number of companion rooms this community will offer. As a specialist in senior living design, and with more than 30 years of design experience focused upon senior living and design for dementia, I can attest that the companionship fostered by sharing these companion rooms does have a positive impact on many memory care residents. I wholeheartedly agree with Silverado when they say,

*"This expansion would bring life-changing benefits to more families in our community."*

My experience and career began with a focused and grant-funded Master of Architecture Thesis studying and presenting ideas to support and care for individuals suffering from a dementia-related illness. At that time, if one were suffering from dementia, they would have to be admitted to a psychiatric facility, or a locked skilled nursing facility, as the assisted living or residential/social programs did not exist. As it turned out, that was the worst way to care and house for residents with age-related senile dementia of almost every kind. I have dedicated my life to designing and evolving senior living and care environments. My work for the past 30 years has resulted in hundreds of improved senior care environments, which have served thousands of elders, including many of those fighting Alzheimer's Disease or other illnesses affecting cognitive functioning, memory, and intellectual skills. I have published several articles and spoken on the topic at conferences too many times to count. Again, specialized design for dementia is my life's passion and my life's work. But, most importantly, my work, along with the excellent work of many professionals and providers across the country, is working and designing for dementia when combined with equally knowledgeable and specialized programming indeed works. The clear result is an improved living experience that is meaningful, enjoyable, and enhanced, especially compared to the options available as recently as the 1990s. Our industry has come a long way, thanks in part to Silverado's significant contributions.

I met Loren Shook, Silverado's President, CEO, and Chairman in 1995 as he was launching his company. We shared many of the same beliefs, and our approach to caring for our elders suffering from dementia was the same. Today, we can reflect on our great work with feelings of success and pride as we have served thousands of individuals. As Silverado's architect, we have created

Planning Commission  
City of Alexandria

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several buildings and enhanced senior living environments throughout California. We have also served in an advisory capacity or consulted with Silverado in several states across the Country

The following list demonstrates our successful work together:

Belmont	San Juan Capistrano
Berkley	Encinitas
Los Angeles	Escondido
Redondo Beach	State of Utah
Costa Mesa	State of Arizona
Azusa I	State of Illinois
Azusa II	State of Texas
Alhambra I	State of Washington
Alhambra II	

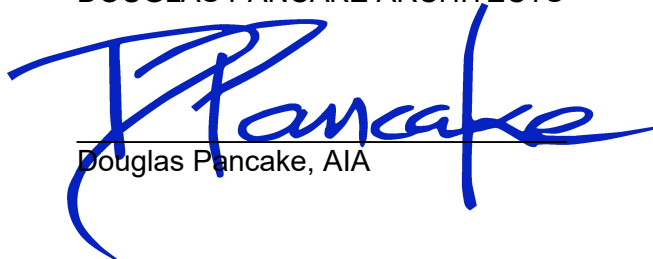
The appropriate unit mix, that is the ratio of private units to semi-private units, can be somewhat controversial. My client list includes several national senior living providers, including Atria Senior Living, Clearwater Senior Living, Watermark, Brookdale Senior Living, HumanGood, and several other for-profit and not-for-profit providers across the US. Each has its own approach to care delivery programming, and each has its unique unit mix, which includes semi-private units. Silverado has historically had a higher number of semiprivate units than some of our other clients. Silverado also has a higher staff-to-resident ratio, the best therapeutic activities programming in the industry, and they have tracked resident well-being and competency outcomes for the entire time I have worked for them.

I recognize this is a longer letter than you may be accustomed to receiving from the public. However, I strongly support Silverado in this and all its endeavors, as they truly provide their residents with the highest-quality programming and care. Finally, with my familiarity, positive experiences, and knowledge of the senior living industry and the various providers, I can proudly say that **my mom was a Silverado client.**

Please approve Silverado's proposal to expand its capacity.

Thank you,

DOUGLAS PANCAKE ARCHITECTS



Douglas Pancake, AIA

**From:** [Katie Hilburn](#)  
**To:** [PlanComm](#)  
**Cc:** [cpuskar@thelandlawyers.com](mailto:cpuskar@thelandlawyers.com)  
**Subject:** [EXTERNAL]Email of support for Alexandria bed expansion  
**Date:** Saturday, November 30, 2024 1:25:40 PM

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Dear City Planning Commission Members,

Please see below for an email of support from Julie Offer, a Silverado family members whose loved one resides at Silverado Beverly Place.

Thank you,

Katie Hilburn

**Katie Hilburn, M.S.**

Regional Vice President of Operations  
Silverado Memory Care | Communities

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**[Fortune® Best Workplaces for Aging Services 2018 thru 2022](#)**

Regarding the sharing of rooms at Silverado Beverly Place

My mother has been a long time resident at Silverado Beverly Place. I am writing to share my experience of how she has interacted with having roommates. When she first came to live at Silverado, my mother was very agitated and lived on the third floor (higher level of function) in a single room. She frequently stayed in her room watching TV. At some point she had an advancement of her disease, and after being in the hospital, when she returned to Silverado started living on the first floor (higher level of care). At first she had a room to herself, and at some point started to have a roommate. My mother is very aware and very verbal and expressed her displeasure with having to share her room, and her roommate was moved. Later, my mother ended up in the hospital again and when she returned to Silverado, she was in a room with a roommate. And although she is still aware and verbal, I have never heard her once comment on the fact she is now sharing a room and has been for the last few

years. One time I saw her gesture to someone and say "oh there's my friend" and I found out later that that was her roommate. My mother spends her waking hours not in her room, but engaged in activities, or watching other people engage in activities, eating, interacting with staff, and hanging out at the front desk. She is in her room to go to sleep at night and doesn't register that there's anybody even sharing the room with her. If I ever heard her state that she was uncomfortable or even aware of sharing a room, I would be concerned, but in the last few years she's never mentioned anything. I don't even think it registers with her. I want to acknowledge that there is no perfect solution to watching a loved one diminish with this disease, but my mother is very aware and able to express what she wants and needs, and is very engaged and very happy at Silverado. Perhaps as a way to cope, I try to view what has become of my mother with practical eyes. I know that as much as I would like to, I could never provide the care she needs and gets at Silverado. And, the thought of a caregiver in her home pales compared with the active environment and so many caring people around her at Silverado. And for this I am grateful.

Julie Offer

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City of Alexandria Planning Commission

Prepared remarks of Ruth Fenzi Reeder

For Docket Item #7

Rezoning #2024-00003

Development Special Use Permit #2024-10015

2807 King Street – Silverado Alexandria Memory Care

Meeting of December 3, 2024

My name is Ruth Fenzi Reeder, I have lived in Alexandria for 37 years, worked for the Office of Historic Alexandria for almost 25, and my mother Jewell Fenzi lived the last four years and three months of her life at Silverado before her death three weeks ago at the age of 97.

I calculate that I have spent about 600 hours with her at Silverado, mostly in the mornings before and during lunch and almost exclusively in the common areas. We started off on the first floor, moved to the second against my will, and spent the last two years of her life mostly confined to the third floor. Her compassionate care during the last week of her life was exceptional. But I can't imagine what it would have been like in a shared room with a roommate and no place for family and friends to gather in peace.

One group not mentioned in this report is us, one of the most vital links to ensure the best quality of life we can muster for our loved ones. We are the families, the friends, private caregivers, and hospice nurses, who visit daily, and assist with feeding and care giving. We also free up the caregiving staff to tend to other residents in need.

Our presence and our time on site are recorded daily in the visitors' log at the front desk. Adding additional residents would increase our numbers and the demand for additional parking, which is already sorely lacking.

I have seen a lot. During Covid I helped change and care for my mother when there was a staff shortage. Mom and I have had to shelter in place when a resident became violent. We then had to wait behind a locked door until told it was safe to come out.

As an eyewitness to my mother's experiences, I can tell you that overcrowding will adversely affect the quality of life and care on the second and third floors.

Conditions for approval of the original DSUP clearly state that "the maximum number of residents shall be limited to 66" and that the applicant must "locate a minimum of 33 parking spaces on site."

Adding 24 more residents is equivalent to adding 24 more units, which would violate the parking requirement applicable to Silverado. In every respect the residents would be treated differently. They would be unrelated, would have different needs and different families, and would be billed separately. Twenty-four additional residents crammed into the existing facility will not benefit anyone's quality of life except Silverado Alexandria PropCo., LLC.