

From: [Lamb, Amy](#)
To: [Lux, Mackinzey](#)
Subject: RE: CON #6091 RS
Date: Monday, March 11, 2024 4:18:44 PM
Attachments: [RE CON #6091 RS.msg](#)
[Rev & Expenses 26-28.pdf](#)
[Rev & Expenses 21-23.pdf](#)
[Project Budget. 3.8 Updates.pdf](#)
[Budget Detail.pdf](#)
[Architect's Certificate of Need Budget.pdf](#)

Hi Mackinzey,

We have compiled the information requested. Please see below and attached.

- When calculating the renovation cost per sq ft, I get \$483.46. Please advise.
 - [We have amended the budget form based on our conversation in the attached email. The amended form is attached.](#)
- Provide either third party documentation or methods and assumptions for finding these costs.
 - [Please see the "Project Detail" document attached](#)
 - [We have also included an architect's certificate of fee & budget attached](#)
- Will all rooms be private?
 - [Yes, the 21 new memory care ALF rooms will be private](#)
- Provide three previous years (21-23) of utilization of the existing ALF beds.
 - [The 21-23 utilization of ALF beds is attached in the "service specific revenues and expenses" form](#)
- Provide revenues and expenses for the three previous years (21-23).
 - [The 21-23 utilization of ALF beds is attached in the "service specific revenues and expenses" form](#)
- How many beds is the projected 3 years of utilization & revenues and expenses based on? It should be 61 beds.
 - [I believe we originally showed only the additional memory care ALF beds in the projections. We have amended the 2026-2028 projections in the new form attached to include all 61 beds \(40 existing plus 21 new\)](#)

Thank you,

Amy Lamb, MHA

Director Project Management Office
Saint Luke's Health System
Phone: 816-599-9264, Ext: 29264
Cell: 314-219-9467

From: Lux, Mackinzey <Mackinzey.Lux@health.mo.gov>
Sent: Friday, March 1, 2024 12:57 PM
To: Lamb, Amy <alamb@saint-lukes.org>

Subject: CON #6091 RS

After reviewing #6091 RS, I need some additional information.

- When calculating the renovation cost per sq ft, I get \$483.46. Please advise.
- Provide either third party documentation or methods and assumptions for finding these costs.
- Will all rooms be private?
- Provide three previous years (21-23) of utilization of the existing ALF beds.
- Provide revenues and expenses for the three previous years (21-23).
- How many beds is the projected 3 years of utilization & revenues and expenses based on? It should be 61 beds.

**The population, number of beds and need calculation have not been verified by staff. If there is a discrepancy, we will notify you.*

This information is needed by Monday, March 11, 2024.

Mackinzey Lux

Assistant Program Coordinator, Certificate of Need

Department of Health and Senior Services

920 Wildwood Drive, P.O. Box 570

Jefferson City, MO 65102

OFFICE: 573-751-6403

FAX: 573-751-7894

EMAIL: mackinzey.lux@health.mo.gov

<http://health.mo.gov/information/boards/certificateofneed/index.php>

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Memorycare in Madison

BSP

8/17/2023

| BUDGET LINE ITEM DESCRIPTION | | Budget |
|---------------------------------------|--|---------------------|
| Category: 01 - Hard Costs | | 19650 SF |
| Builders Risk Insurance | | 34794 |
| Construction Contracts | | 6958872 |
| Garden/Fencing | | 200000 |
| Costs to finish out other apartments | | 150000 |
| Firestopping | | 32423 |
| Abatement | | 0 |
| Insurance Premium | | 0 |
| Total Hard Costs | | \$ 7,376,089 |
| | | \$ 375.37 |
| Category: 02 - Soft Costs | | |
| Architectural Design | | 556710 |
| Commissioning | | 18668 |
| Construction Audit | | 0 |
| Project Management System | | 0 |
| Special Inspections | | 16703 |
| Electrical Engineering | | 0 |
| Civil Engineering | | 0 |
| Structural Engineering | | 0 |
| Testing | | 8843 |
| Total Soft Costs | | \$ 600,922 |
| Category: 03 - FF&E | | |
| Exterior Signage | | 0 |
| Interior Signage | | 6878 |
| Artwork | | 23580 |
| Furniture | | 375000 |
| Medical Equipment | | 201020 |
| Non-Medical Equipment | | 75000 |
| Moving Expenses | | 24366 |
| Total FF&E | | \$ 705,843 |
| Category: 04 - IT | | |
| Audio & Visual Equipment | | 0 |
| Distributed Network Rm Infrastructure | | 33000 |
| Printers | | 0 |
| Voice Devices | | 0 |
| Voice, Data & Wireless Infrastructure | | 0 |
| Workstations | | 28690 |
| Total IT | | \$ 61,690 |
| Category: 05 - Financing | | |
| Capitalized Interest | | 0 |
| Total Financing | | \$ - |
| Category: 99 - Contingency | | |
| Contingency (15%) | | 1106413 |
| Total Contingency | | \$ 1,106,413 |
| Grand Total | | \$ 9,851,333 |

Clarifications:

This version is per revised layout dated 8/09/2023



March 11, 2024

Mr. Louis Collier
Chief Executive Officer
Saint Luke’s Health System
Bishop Spencer Place Madison Building – Memory Care (1st Floor)
4301 Madison Avenue
Kansas City, MO 64111
loucollier1@saint-lukes.org

RE: **ARCHITECTS CERTIFICATE OF FEE & BUDGET**
Certificate of Need
SFCS Commission No. 23101.00

Dear Mr. Collier:

Based on our review of the proposed Project Budget created by Mr. Mark Brooks and Saint Luke’s Health System staff, dated August 17, 2023, and our overall understanding of the Bishop Spencer Place – Memory Care project details to date, SFCS Inc. has found, to the best of our information, knowledge, and belief, that our proposed fee and the Proposed Budget are sufficient for the completion of the outlined Madison Building First Floor Memory Care renovation.

Respectfully,

Curtis R. Jennings III, AIA, NCARB
Principal



Certificate of Need Program

PROPOSED PROJECT BUDGET

Description

Dollars

COSTS:*

(Fill in every line, even if the amount is "\$0".)

- 1. New Construction Costs *** _____
- 2. Renovation Costs *** _____
- 3. Subtotal Construction Costs** (#1 plus #2) **_____**
- 4. Architectural/Engineering Fees _____
- 5. Other Equipment (not in construction contract) _____
- 6. Major Medical Equipment _____
- 7. Land Acquisition Costs *** _____
- 8. Consultants' Fees/Legal Fees *** _____
- 9. Interest During Construction (net of interest earned) *** _____
- 10. Other Costs *** _____
- 11. Subtotal Non-Construction Costs** (sum of #4 through #10) **_____**
- 12. Total Project Development Costs** (#3 plus #11) **_____****

FINANCING:

- 13. Unrestricted Funds _____
- 14. Bonds _____
- 15. Loans _____
- 16. Other Methods (specify) _____
- 17. Total Project Financing** (sum of #13 through #16) **_____****

| | |
|--|-------|
| 18. New Construction Total Square Footage | _____ |
| 19. New Construction Costs Per Square Foot ***** | _____ |
| 20. Renovated Space Total Square Footage | _____ |
| 21. Renovated Space Costs Per Square Foot ***** | _____ |

* *Attach additional page(s) detailing how each line item was determined, including all methods and assumptions used. Provide documentation of all major costs.*

** *These amounts should be the same.*

*** *Capitalizable items to be recognized as capital expenditures after project completion.*

**** *Include as Other Costs the following: other costs of financing; the value of existing lands, buildings and equipment not previously used for health care services, such as a renovated house converted to residential care, determined by original cost, fair market value, or appraised value; or the fair market value of any leased equipment or building, or the cost of beds to be purchased.*

***** *Divide new construction costs by total new construction square footage.*

***** *Divide renovation costs by total renovation square footage.*

**SERVICE-SPECIFIC REVENUES AND EXPENSES****Project Title:** Bishop Spencer Place Memory Care **Project #:** 6091 RS**Historical Financial Data for Latest Three Full Years plus Projections Through Three Full Years Beyond Project Completion**

Use an individual form for each affected service with a sufficient number of copies of this form to cover entire period, and fill in the years in the appropriate blanks.

| | Year | | |
|--------------------------------|--------------------|--------------------|--------------------|
| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
| Amount of Utilization:* | 5,113 | 4,955 | 4,888 |
| Revenue: | | | |
| Average Charge** | \$233 | \$250 | \$239 |
| Gross Revenue | \$1,191,329 | \$1,238,750 | \$1,168,232 |
| Revenue Deductions | 0 | 0 | 0 |
| Operating Revenue | 1,191,329 | 1,238,750 | 1,168,232 |
| Other Revenue | 0 | 0 | 0 |
| TOTAL REVENUE | \$1,191,329 | \$1,238,750 | \$1,168,232 |
| Expenses: | | | |
| Direct Expenses | | | |
| Salaries | 334,179 | 381,479 | 393,255 |
| Fees | 0 | 0 | 0 |
| Supplies | 0 | 0 | 0 |
| Other | 9,897 | 8,603 | 6,930 |
| TOTAL DIRECT | \$344,076 | \$390,082 | \$400,185 |
| Indirect Expenses | | | |
| Depreciation | 102,610 | 49,152 | 18,489 |
| Interest*** | 285,787 | 284,511 | 312,828 |
| Rent/Lease | 217 | 0 | 0 |
| Overhead**** | 0 | 0 | 0 |
| TOTAL INDIRECT | \$388,614 | \$333,663 | \$331,317 |
| TOTAL EXPENSES | \$732,690 | \$723,745 | \$731,502 |
| NET INCOME (LOSS): | \$458,639 | \$515,005 | \$436,730 |

*Utilization will be measured in "patient days" for licensed beds, "procedures" for equipment, or other appropriate units of measure specific to the service affected.

**Indicate how the average charge/procedure was calculated.

***Only on long term debt, not construction.

****Indicate how overhead was calculated.

**SERVICE-SPECIFIC REVENUES AND EXPENSES****Project Title:****Project #:****Historical Financial Data for Latest Three Full Years plus Projections Through Three Full Years Beyond Project Completion**

Use an individual form for each affected service with a sufficient number of copies of this form to cover entire period, and fill in the years in the appropriate blanks.

| | Year | | |
|--------------------------------|---------------------------|---------------------------|---------------------------|
| | <u>2026</u> | <u>2027</u> | <u>2028</u> |
| Amount of Utilization:* | 13,760 | 14,235 | 14,235 |
| Revenue: | | | |
| Average Charge** | \$260 | \$267 | \$275 |
| Gross Revenue | \$3,579,389 | \$3,799,749 | \$3,913,059 |
| Revenue Deductions | 0 | 0 | 0 |
| Operating Revenue | <u>3,579,389</u> | <u>3,799,749</u> | <u>3,913,059</u> |
| Other Revenue | <u>8,974</u> | <u>9,377</u> | <u>9,658</u> |
| TOTAL REVENUE | <u>\$3,588,363</u> | <u>\$3,809,126</u> | <u>\$3,922,717</u> |
| Expenses: | | | |
| Direct Expenses | | | |
| Salaries | 1,466,335 | 1,512,454 | 1,560,004 |
| Fees | 0 | 0 | 0 |
| Supplies | 0 | 0 | 0 |
| Other | <u>189,830</u> | <u>198,197</u> | <u>206,192</u> |
| TOTAL DIRECT | <u>\$1,656,165</u> | <u>\$1,710,651</u> | <u>\$1,766,196</u> |
| Indirect Expenses | | | |
| Depreciation | 948,073 | 957,690 | 967,596 |
| Interest*** | 104,436 | 107,569 | 110,796 |
| Rent/Lease | 510 | 536 | 563 |
| Overhead**** | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL INDIRECT | <u>\$1,053,019</u> | <u>\$1,065,795</u> | <u>\$1,078,955</u> |
| TOTAL EXPENSES | <u>\$2,709,184</u> | <u>\$2,776,446</u> | <u>\$2,845,151</u> |
| NET INCOME (LOSS): | <u>\$879,179</u> | <u>\$1,032,680</u> | <u>\$1,077,566</u> |

*Utilization will be measured in "patient days" for licensed beds, "procedures" for equipment, or other appropriate units of measure specific to the service affected.

**Indicate how the average charge/procedure was calculated.

***Only on long term debt, not construction.

****Indicate how overhead was calculated.

From: [Lamb, Amy](#)
To: [Lux, Mackinzey](#)
Cc: [Hill, Audrey M](#)
Subject: CON #6091 RS Letters of Support
Date: Friday, April 5, 2024 1:52:40 PM
Attachments: [Bishop Spencer Place Memory Care Unit Letter of Support.pdf](#)
[image2024-04-04-154705.pdf](#)
[Scanned from a Xerox Multifunction Printer.pdf](#)
[Health Facilities Review Committee Letter.pdf](#)
[image2024-04-05-092423.pdf](#)

Hello Mackinzey,

Please see attached letters of support for CON Application #6091 RS

Thank you,

Amy Lamb, MHA

Director Project Management Office
Saint Luke's Health System
Phone: 816-599-9264, Ext: 29264
Cell: 314-219-9467

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April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

Molly A. Schaper, APRN

EMILY WEBER

State Representative
District 24

COMMITTEES

Agricultural Policy, Ranking
Minority Member
General Laws
Economic Development
Utilities
Joint Committee on Agriculture



DISTRICT ADDRESS

P.O. Box 5971
Kansas City, MO, 64171
E-Mail:
info@emilyformissouri.com

CAPITOL OFFICE

State Capitol
201 West Capitol Avenue
Jefferson City, MO 65101-6806
Tele: (573) 751-4485
E-Mail:
emily.weber@house.mo.gov

**MISSOURI
HOUSE OF REPRESENTATIVES**

April 1, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. I represent the House District in which The Bishop Spencer Place is located. Many residents currently have a difficult time securing care for adults with traditional health care needs and various forms of dementia. The memory care unit at Bishop Spencer Place will be able to provide memory care services for 21 residents around the clock.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

Representative Emily Weber
District 24

#6091 RS

**Senator Greg Razer
District 7**

State Capitol, Room 330
Jefferson City, MO 65101
573-751-6607
greg.razer@senate.mo.gov



Committees

Agriculture, Food Production and
Outdoor Resources
Education
General Laws
Emerging Issues
Transportation, Infrastructure
and Public Safety

March 5th, 2024

Alison Dorge and Members of
The Missouri Health Facilities Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. I represent the Senate District in which The Bishop Spencer Place is located. Many residents currently have a difficult time securing care for adults with traditional health care needs and various forms of dementia. The memory care unit at Bishop Spencer Place will be able to provide memory care services for 21 residents around the clock.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

A handwritten signature in blue ink, appearing to read "G. Razer".

Sen. Greg Razer

April 4, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community. Recently, members of the Bishop Spencer Place community have relocated from their homes to access memory care elsewhere.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,



Colleen Honeville, EdD, LNHA

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

 Lauren Klee, COTA

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

 Julie Dolez, PTA

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

 Dana Dundy MS CCC/SP

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

Dush Lu, DPT

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

A handwritten signature in black ink, appearing to read "Jennifer Meyer". The signature is written in a cursive style with a large, looping initial "J".

April 2, 2024

Alison Dorge and
Members of the Missouri Health Facilities
Review Committee
3418 Knipp Drive, P.O. Box 570
Jefferson City, MO 65102

Dear Ms. Dorge and Members of the Committee:

I am writing in support of the application by The Bishop Spencer Place to add 21 assisted living beds to be used as a new memory care unit. This proposed memory care unit will expand the range of services available to residents in my community and is a much-needed level of care for both the current residents of The Bishop Spencer Place and the surrounding community.

I believe the addition of this memory care unit is an important enhancement to health care services available to our community, and I urge your support of this application.

Sincerely,

Handwritten signature of Melissa J. OTR/L. The signature is written in black ink and includes the initials "OTR/L" at the end.

From: [Lamb, Amy](#)
To: [Lux, Mackinzey](#)
Cc: [Hill, Audrey M](#)
Subject: RE: CON 6091 Additional Questions
Date: Friday, April 5, 2024 1:48:28 PM
Attachments: [Architect's Hard Cost Budget Detail 2024.04.04.pdf](#)
[FINAL Updated BSP CON Application 4.5.2024.pdf](#)

Hi Mackinzey,

Please see attached for our responses to the below questions.

Attached we have included:

- An updated application. Updates include:
 - Applicant Identification and Certification Form (Page 5) – Updated Owner/Operator to match licensure: The Bishop Spencer Place, Inc.
 - Updated square footage listed in Divider II, #7 (Page 16)
 - Updated population – based calculation
 - Updated answers to reflect updated population – based calculation in Divider II #11 and Divider III #2
 - Updated population worksheet (Page 41)
 - Third party documentation for the of methods and assumptions for finding construction/renovation costs

Thank you,

Amy Lamb, MHA

Director Project Management Office
Saint Luke's Health System
Phone: 816-599-9264, Ext: 29264
Cell: 314-219-9467

From: Lux, Mackinzey <Mackinzey.Lux@health.mo.gov>
Sent: Tuesday, March 26, 2024 12:35 PM
To: Lamb, Amy <alamb@saint-lukes.org>
Subject: CON 6091 Additional Questions
Importance: High

After further review, I have some additional questions.

- Owner and Operator should match licensure—needs to reflect The Bishop Spencer Place, Inc. Provide an updated applicant ID form.
- The proposed and amended budget reflect 19,650 sqft in total renovated space, but Divider II, #7 states 17,000sq ft renovation and a 1,280 sqft newly constructed addition which totals 18,280 sqft. Please advise.
- Provide third party documentation for the construction/renovation costs or provide methods

and assumptions for finding these costs (just listing costs on the budget detail is not sufficient —we need to know how they determined those costs either by an explanation or quote).

We reviewed the population-based need calculation presented in the CON application and the population we arrived at is 128,097 (attached). We found 3,234 (431 CON Approved & 2,803 Licensed) ALF/RCF beds in the 15-mile radius (attached). Therefore, we calculated a bed surplus of 31 ALF/RCF beds within 15 miles of the site. Please let me know if you agree or disagree with our findings.

This information is needed by Friday, April 5, 2024.

Mackinzey Lux

Assistant Program Coordinator, Certificate of Need
Department of Health and Senior Services
920 Wildwood Drive, P.O. Box 570
Jefferson City, MO 65102
OFFICE: 573-751-6403
FAX: 573-751-7894

EMAIL: mackinzey.lux@health.mo.gov

<http://health.mo.gov/information/boards/certificateofneed/index.php>

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April 4, 2024

Mr. Louis Collier
Chief Executive Officer
Saint Luke’s Health System
Bishop Spencer Place Madison Building – Memory Care (1st Floor)
4301 Madison Avenue
Kansas City, MO 64111
loucollier1@saint-lukes.org

RE: **ARCHITECTS CERTIFICATE OF FEE & BUDGET**
Certificate of Need
SFCS Commission No. 23101.00

Dear Mr. Collier:

SFCS Inc. has provided an estimate for the Hard Construction costs, which, to the best of our information, knowledge, and belief is sufficient for the completion of the outlined Madison Building First Floor Memory Care renovation.

The estimate is based on the ‘Senior Living standard Construction Costs’ provided by Weitz Construction for Winter 2024, which allowed SFCS, to the best of our ability, to account for all areas of the work and aim to meet St. Lukes and Bishop Spencer Place’s expectations for the project. The square foot areas have been identified per space and indicated to be either light, medium and heavy renovation for the project; we then further applied the industry construction costs by Weitz to those areas to total the estimated project Hard Costs (*Light \$210 per square foot, Medium \$250 per square foot, Heavy \$347 per square foot*). Demolition cost has also been assumed at \$15 per square foot. By this method of hard cost estimation at the preliminary stage of the project.

<https://www.weitz.com/senior-living-construction-costs-brief-winter-2024/>

SENIOR LIVING CONSTRUCTION COSTS

(Per Gross Square Foot)




WINTER 2024

The cost report accounts for labor and material difference between various cities, but DOES NOT account for special jurisdictional issues, special code requirements, hurricane and seismic requirements, local market competitiveness, and site logistic issues.

| | CITY INDEX OF 100 | | | | DALLAS, TX MID-LEVEL CITY INDEX 85.2 | |
|------------------------|-------------------|-------|------------|-------|--|-------|
| | MID-LEVEL | | HIGH-LEVEL | | LOW | HIGH |
| | LOW | HIGH | LOW | HIGH | | |
| Independent Living | \$236 | \$282 | \$279 | \$357 | \$201 | \$240 |
| Cottages | \$186 | \$216 | \$258 | \$316 | \$158 | \$184 |
| Assisted Living | \$272 | \$347 | \$356 | \$444 | \$232 | \$295 |
| Skilled Nursing | \$312 | \$366 | \$390 | \$496 | \$266 | \$312 |
| IL Commons | \$379 | \$479 | \$515 | \$664 | \$323 | \$408 |
| Under Building Parking | \$148 | \$184 | \$186 | \$233 | \$126 | \$156 |
| Sitework | Excluded | | Excluded | | Excluded | |

*Costs are full burden and include general conditions, insurance, tax, bond and fee, but do not include site costs. *The above costs are based on a city index of 100. Each city carries a different index, for example: Dallas, TX has an index of 85.2 which translates to a cost range of \$201 - \$240 per sf for Independent Living. Newark, NJ has an index of 113.8 which translates to a cost range of \$269 - \$321 per sf for Independent Living. These indices coupled with local market conditions are essential when comparing overall pricing.

Mid-Level Projects: Generally are of wood-framed construction with standard amenities and finishes, targeting the more moderate income senior.
High-Level Projects: Generally are of steel or concrete construction with high-end luxury amenities and finishes, targeting the higher income senior.

Respectfully,



Curtis R. Jennings III, AIA, NCARB

Principal



Certificate of Need Program

APPLICANT IDENTIFICATION AND CERTIFICATION

The information provided must match the **Letter of Intent** for this project, without exception.

1. Project Location (Attach additional pages as necessary to identify multiple project sites.)

| | |
|--|----------------------------|
| Title of Proposed Project Bishop Spencer Place- Memory Care Unit | Project Number #6091 RS |
| Project Address (Street/City/State/Zip Code) 4301 Madison Ave Kansas City MO 64111 | County Jackson |

2. Applicant Identification (Information must agree with previously submitted Letter of Intent.)

| List All Owner(s): (List corporate entity.) | Address (Street/City/State/Zip Code) | Telephone Number |
|--|--|------------------|
| The Bishop Spencer Place, Inc. | 4301 Madison Ave Kansas City MO 64111 | 816-931-4277 |
| | | |
| (List entity to be licensed or certified.) | | |
| List All Operator(s): | Address (Street/City/State/Zip Code) | Telephone Number |
| The Bishop Spencer Place, Inc. | 4301 Madison Ave Kansas City MO 64111 | 816-931-4277 |
| | | |

3. Ownership (Check applicable category.)

- Nonprofit Corporation
 Individual
 City
 District
 Partnership
 Corporation
 County
 Other _____

4. Certification

In submitting this project application, the applicant understands that:

- (A) The review will be made as to the community need for the proposed beds or equipment in this application;
- (B) In determining community need, the Missouri Health Facilities Review Committee (Committee) will consider all similar beds or equipment within the service area;
- (C) The issuance of a Certificate of Need (CON) by the Committee depends on conformance with its Rules and CON statute;
- (D) A CON shall be subject to forfeiture for failure to incur an expenditure on any approved project six (6) months after the date of issuance, unless obligated or extended by the Committee for an additional six (6) months;
- (E) Notification will be provided to the CON Program staff if and when the project is abandoned; and
- (F) A CON, if issued, may not be transferred, relocated, or modified except with the consent of the Committee.

We certify the information and date in this application as accurate to the best of our knowledge and belief by our representative's signature below:

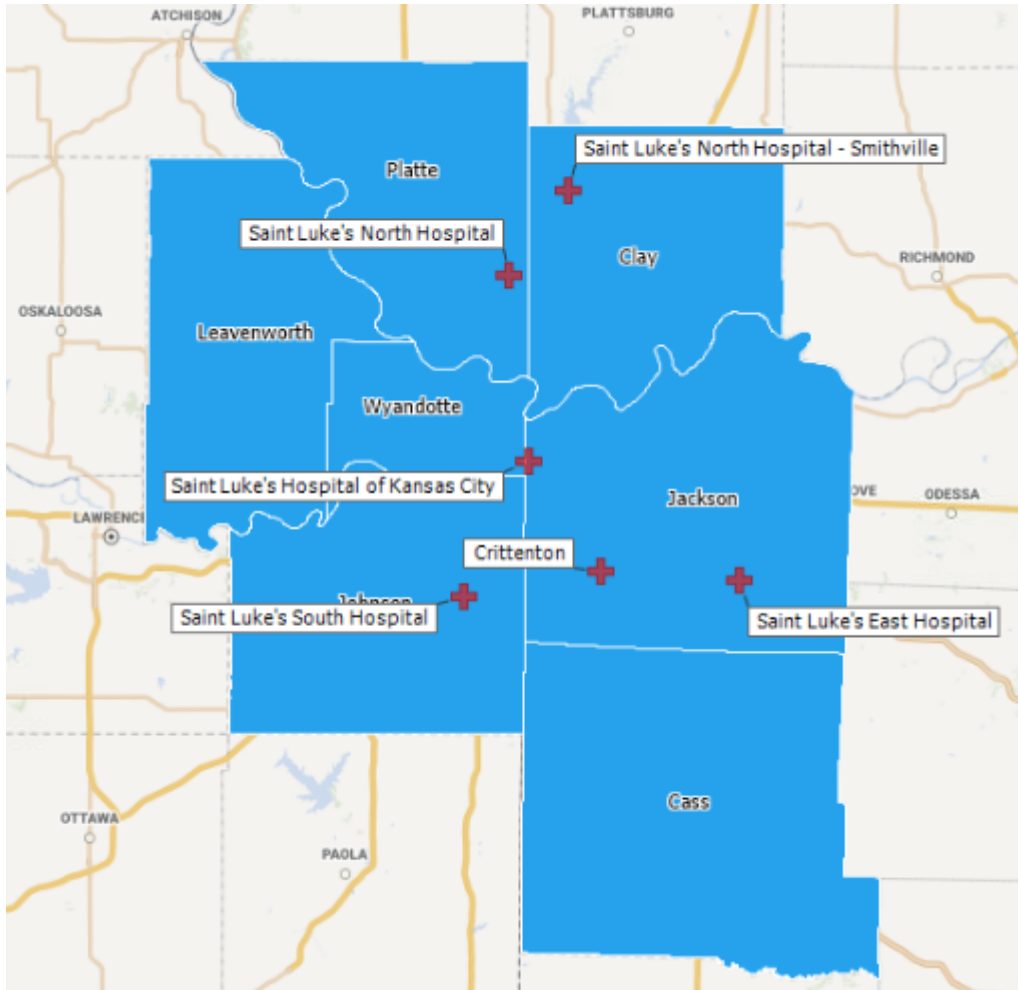
5. Authorized Contact Person (Attach a Contact Person Correction Form if different from the Letter of Intent.)

| | |
|--|---|
| Name of Contact Person Amy Lamb | Title Director Project Management Office |
| Telephone Number 314-219-9467 | Fax Number E-mail Address alamb@saint-lukes.org |
| Signature of Contact Person <i>Amy Lamb</i> | Date of Signature 2/7/2024 |

Proposed Budget Detail Sheet

1. New Construction Costs (not applicable)
2. 2. Renovation Costs
 - a. \$9,500,000 is the total estimate of renovation costs.
4. Architectural/Engineering Fees
 - a. \$500,000 is the architectural and engineering fee estimate.
5. 5. Other Equipment (not applicable)
6. 6. Major Medical Equipment (not applicable)
7. Land Acquisition Costs (not applicable)
8. Consultant's Fees/Legal Fees (not applicable)
9. Interest During Construction (not applicable)
10. Other Costs (not applicable)

Primary Service Area

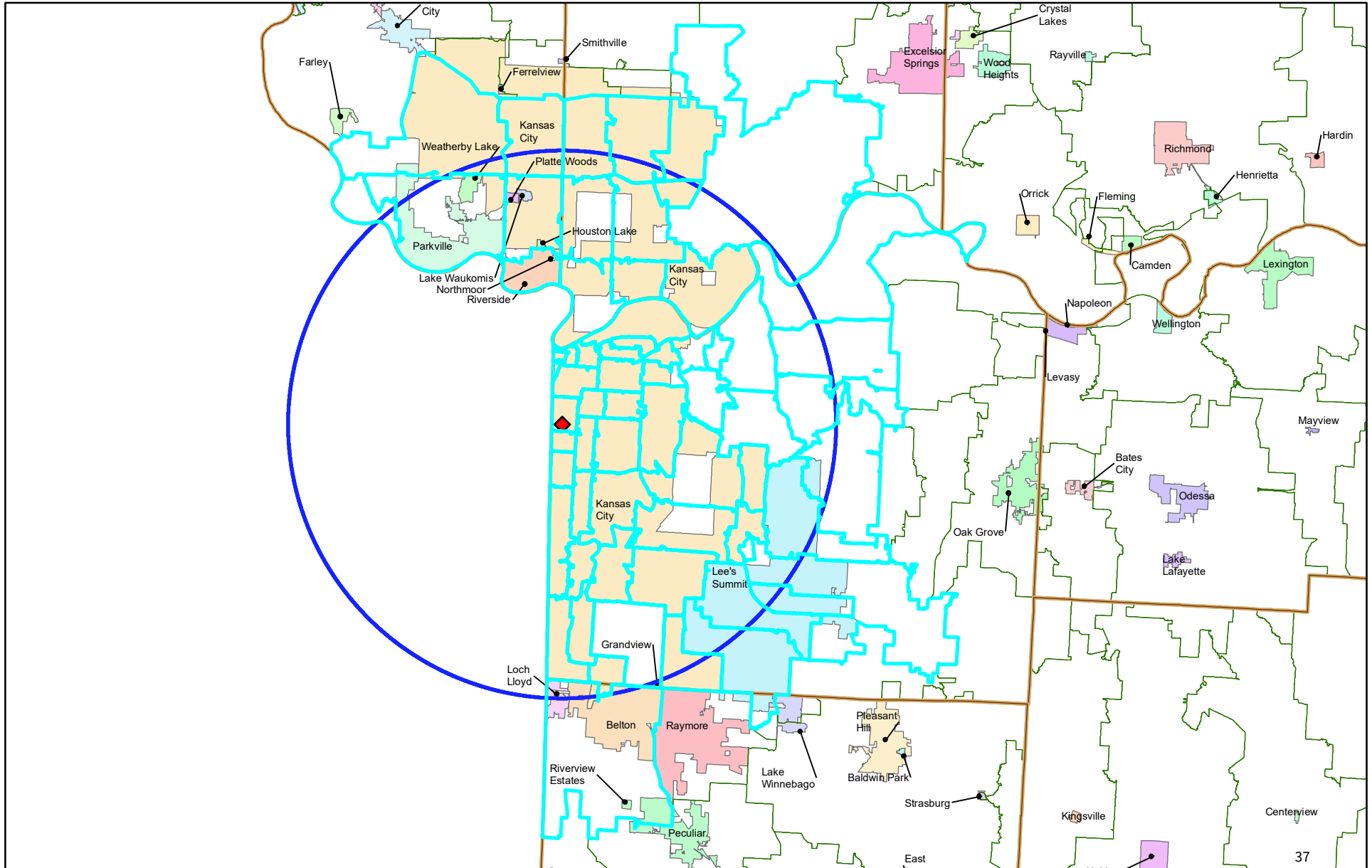




CON 15 Mile Radius

4301 Madison Ave
Kansas City, MO 64111
(Lat: 39.049541 & Long: -94.596836)

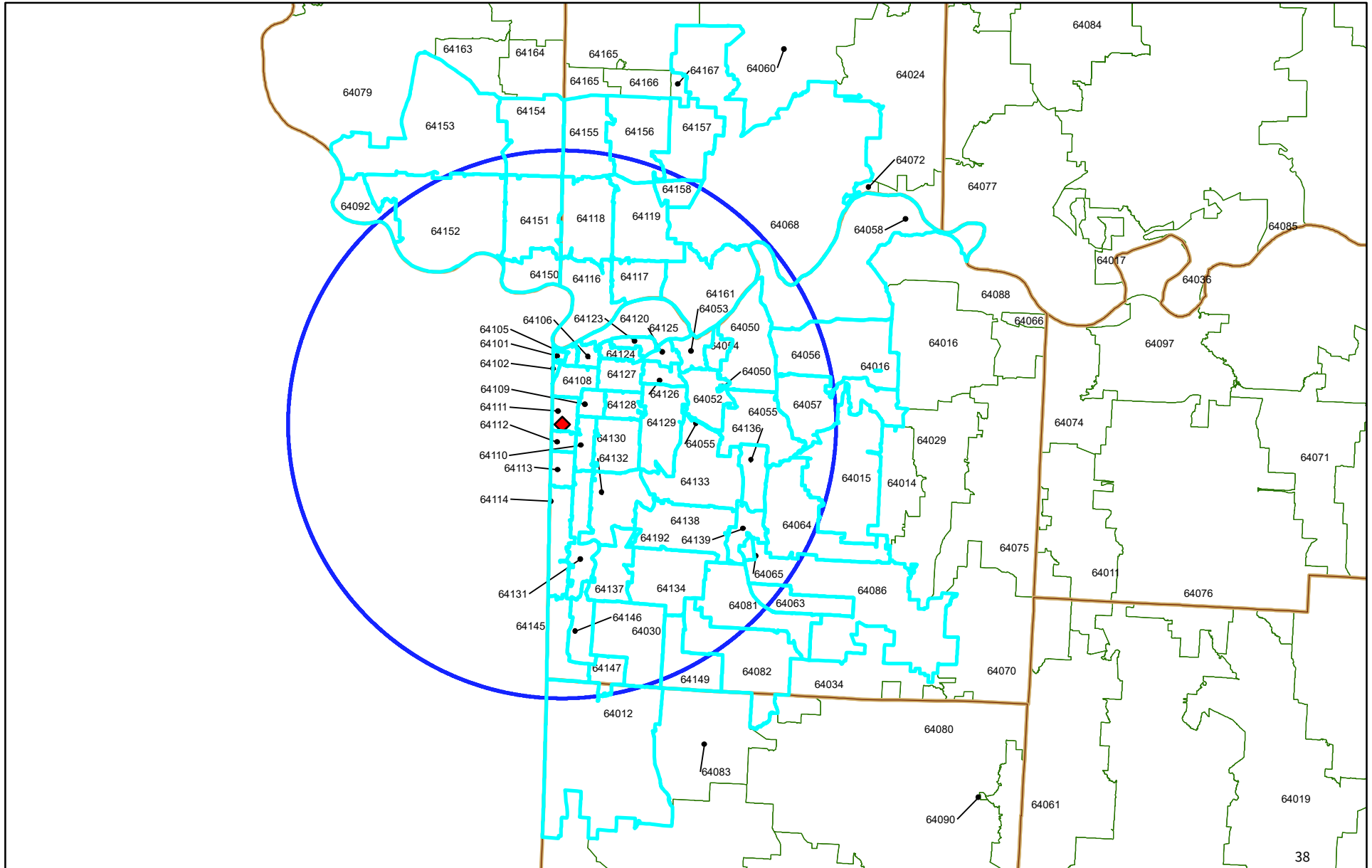
Attachment #20



CON 15 Mile Radius

Attachment
#20B

4301 Madison Ave
Kansas City, MO 64111
(Lat: 39.049541 & Long: -94.596836)



2025 Population Projections

Zip Codes

| Zip | County | Total Population | 65+ Population |
|--------------|---------|------------------|----------------|
| 64012 | Cass | 28,369 | 4,979 |
| 64015 | Jackson | 34,647 | 5,237 |
| 64030 | Jackson | 25,453 | 3,887 |
| 64050 | Jackson | 22,225 | 4,728 |
| 64052 | Jackson | 22,107 | 4,456 |
| 64053 | Jackson | 5,109 | 866 |
| 64054 | Jackson | 3,620 | 660 |
| 64055 | Jackson | 35,709 | 10,069 |
| 64056 | Jackson | 18,724 | 2,588 |
| 64057 | Jackson | 17,282 | 4,144 |
| 64058 | Jackson | 7,501 | 1,132 |
| 64063 | Jackson | 21,601 | 2,836 |
| 64064 | Jackson | 21,689 | 3,771 |
| 64065 | Jackson | 28 | 4 |
| 64068 | Clay | 41,643 | 7,134 |
| 64081 | Jackson | 28,758 | 6,834 |
| 64082 | Jackson | 22,731 | 2,813 |
| 64086 | Jackson | 24,875 | 2,908 |
| 64092 | Platte | 49 | 10 |
| 64101 | Jackson | 361 | 5 |
| 64102 | Jackson | - | - |
| 64105 | Jackson | 4,451 | 449 |
| 64106 | Jackson | 9,304 | 601 |
| 64108 | Jackson | 8,628 | 1,159 |
| 64109 | Jackson | 8,559 | 1,112 |
| 64110 | Jackson | 14,240 | 1,648 |
| 64111 | Jackson | 15,983 | 2,011 |
| 64112 | Jackson | 8,199 | 1,407 |
| 64113 | Jackson | 11,919 | 2,014 |
| 64114 | Jackson | 23,970 | 5,946 |
| 64116 | Clay | 15,972 | 3,380 |
| 64117 | Clay | 15,472 | 2,511 |
| 64118 | Clay | 44,093 | 8,471 |
| 64119 | Clay | 30,449 | 6,009 |
| 64120 | Jackson | 295 | 68 |
| 64123 | Jackson | 10,662 | 1,193 |
| 64124 | Jackson | 12,664 | 1,231 |
| 64125 | Jackson | 1,909 | 188 |
| 64126 | Jackson | 6,131 | 653 |
| 64127 | Jackson | 15,852 | 2,002 |
| 64128 | Jackson | 9,628 | 1,912 |
| 64129 | Jackson | 9,683 | 1,710 |
| 64130 | Jackson | 16,629 | 3,933 |
| 64131 | Jackson | 21,099 | 3,364 |
| 64132 | Jackson | 12,829 | 1,814 |
| 64133 | Jackson | 36,153 | 7,584 |
| 64134 | Jackson | 21,850 | 2,945 |
| 64136 | Jackson | 3,104 | 657 |
| 64137 | Jackson | 11,557 | 2,006 |
| 64138 | Jackson | 26,293 | 5,082 |
| 64139 | Jackson | 2,537 | 396 |
| 64145 | Jackson | 6,288 | 2,531 |
| 64146 | Jackson | 1,534 | 431 |
| 64147 | Jackson | 796 | 5 |
| 64149 | Jackson | 329 | 102 |
| 64150 | Platte | 3,387 | 659 |
| 64151 | Platte | 29,482 | 5,346 |
| 64152 | Platte | 32,526 | 4,874 |
| 64153 | Platte | 7,777 | 983 |
| 64154 | Platte | 14,790 | 2,698 |
| 64155 | Clay | 27,623 | 3,181 |
| 64156 | Clay | 9,449 | 743 |
| 64157 | Clay | 28,287 | 1,674 |
| 64158 | Clay | 7,874 | 390 |
| 64161 | Clay | 384 | 63 |
| 64192 | Jackson | 25 | 2 |
| Total | | 983,146 | 166,199 |

2025 Population Projections

| City | | | | |
|--------------|-------------------|---------|------------------|----------------|
| Zip | City | County | Total Population | 65+ Population |
| 64012 | Belton | Cass | 24,162 | 3,565 |
| 64012 | Loch Lloyd | Cass | 651 | 315 |
| 64012 | Peculiar | Cass | 6,104 | 840 |
| 64012 | Riverview Estates | Cass | 82 | 16 |
| 64082 | Lake Winnebago | Jackson | 1,257 | 348 |
| 64082 | Lees Summit | Jackson | 106,322 | 16,768 |
| 64147 | Kansas City | Jackson | 520,097 | 78,695 |
| 64150 | Northmoor | Platte | 356 | 51 |
| 64150 | Riverside | Platte | 3,874 | 668 |
| 64151 | Houston Lake | Platte | 256 | 48 |
| 64151 | Kansas City | Platte | 520,097 | 78,695 |
| 64151 | Lake Waukomis | Platte | 963 | 287 |
| 64151 | Northmoor | Platte | 356 | 51 |
| 64151 | Parkville | Platte | 8,217 | 1,027 |
| 64151 | Platte Woods | Platte | 411 | 135 |
| 64151 | Riverside | Platte | 3,874 | 668 |
| 64152 | Kansas City | Platte | 520,097 | 78,695 |
| 64152 | Parkville | Platte | 8,217 | 1,027 |
| 64152 | Weatherby | Platte | 101 | 12 |
| 64153 | Kansas City | Platte | 520,097 | 78,695 |
| 64153 | Parkville | Platte | 8,217 | 1,027 |
| 64154 | Kansas City | Platte | 520,097 | 78,695 |
| Total | | | 2,773,905 | 420,328 |

Bed Need Calculation Attachment #20E

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|----|----------------|---------------|------------|-------------------|-----------------|------------------|-----------------|--------------------------|-------------------------|-------------------------|---|------------------------|--------------------------|-----------------------------------|------------------------------------|
| 1 | POPULATION 65+ | | | | Project Number: | | #6091 RS Pop | Project Address: | | | 4301 Madison Ave, Kansas City, MO 64111 (39.049541, -94.596836) | | | | |
| 2 | | Zip In Radius | Pop in Zip | City in Zip | City Pop | % of City in ZIP | City Pop in ZIP | Total Cities' Pop in Zip | Zip Pop W/O Cities' Pop | % of Zip Area in Radius | Zip Pop in Radius W/O Cities' Pop | % City in Zip & Radius | City Pop in Zip & Radius | Total Cities' Pop in Zip & Radius | Zip Pop w City Pop in Zip & Radius |
| 3 | 1 | 64012 | 4,979 | Belton | 3,565 | 95% | 3,387 | 4,054 | 925 | 5% | 46 | 5% | 178 | 336 | 382 |
| 4 | | | | Loch Lloyd | 315 | 100% | 315 | | | | | 50% | 158 | | |
| 5 | | | | Peculiar | 840 | 40% | 336 | | | | | 0% | | | |
| 6 | | | | Riverview Estates | 16 | 100% | 16 | | | | | 0% | 0 | | |
| 7 | 2 | 64015 | 5,237 | | | | 0 | 0 | 5,237 | 20% | 1,047 | | 0 | 0 | 1,047 |
| 8 | | | | | | | 0 | | | | | | 0 | | |
| 9 | | | | | | | 0 | | | | | | 0 | | |
| 10 | 3 | 64030 | 3,887 | | | | 0 | 0 | 3,887 | 95% | 3,693 | | 0 | 0 | 3,693 |
| 11 | | | | | | | 0 | | | | | | 0 | | |
| 12 | | | | | | | 0 | | | | | | 0 | | |
| 13 | 4 | 64050 | 4,728 | | | | 0 | 0 | 4,728 | 100% | 4,728 | | 0 | 0 | 4,728 |
| 14 | | | | | | | 0 | | | | | | 0 | | |
| 15 | | | | | | | 0 | | | | | | 0 | | |
| 16 | 5 | 64052 | 4,456 | | | | 0 | 0 | 4,456 | 100% | 4,456 | | 0 | 0 | 4,456 |
| 17 | | | | | | | 0 | | | | | | 0 | | |
| 18 | | | | | | | 0 | | | | | | 0 | | |
| 19 | 6 | 64053 | 866 | | | | 0 | 0 | 866 | 100% | 866 | | 0 | 0 | 866 |
| 20 | | | | | | | 0 | | | | | | 0 | | |
| 21 | | | | | | | 0 | | | | | | 0 | | |
| 22 | 7 | 64054 | 660 | | | | 0 | 0 | 660 | 100% | 660 | | 0 | 0 | 660 |
| 23 | | | | | | | 0 | | | | | | 0 | | |
| 24 | | | | | | | 0 | | | | | | 0 | | |
| 25 | 8 | 64055 | 10,069 | | | | 0 | 0 | 10,069 | 100% | 10,069 | | 0 | 0 | 10,069 |
| 26 | | | | | | | 0 | | | | | | 0 | | |
| 27 | | | | | | | 0 | | | | | | 0 | | |
| 28 | 9 | 64056 | 2,588 | | | | 0 | 0 | 2,588 | 40% | 1,035 | | 0 | 0 | 1,035 |
| 29 | | | | | | | 0 | | | | | | 0 | | |
| 30 | | | | | | | 0 | | | | | | 0 | | |
| 31 | 10 | 64057 | 4,144 | | | | 0 | 0 | 4,144 | 65% | 2,694 | | 0 | 0 | 2,694 |
| 32 | | | | | | | 0 | | | | | | 0 | | |
| 33 | | | | | | | 0 | | | | | | 0 | | |
| 34 | 11 | 64058 | 1,132 | | | | 0 | 0 | 1,132 | 10% | 113 | | 0 | 0 | 113 |
| 35 | | | | | | | 0 | | | | | | 0 | | |
| 36 | | | | | | | 0 | | | | | | 0 | | |
| 37 | 12 | 64063 | 2,836 | | | | 0 | 0 | 2,836 | 20% | 567 | | 0 | 0 | 567 |
| 38 | | | | | | | 0 | | | | | | 0 | | |
| 39 | | | | | | | 0 | | | | | | 0 | | |
| 40 | 13 | 64064 | 3,771 | | | | 0 | 0 | 3,771 | 60% | 2,263 | | 0 | 0 | 2,263 |
| 41 | | | | | | | 0 | | | | | | 0 | | |
| 42 | | | | | | | 0 | | | | | | 0 | | |
| 43 | 14 | 64065 | 4 | | | | 0 | 0 | 4 | 100% | 4 | | 0 | 0 | 4 |
| 44 | | | | | | | 0 | | | | | | 0 | | |
| 45 | | | | | | | 0 | | | | | | 0 | | |
| 46 | 15 | 64068 | 7,134 | | | | 0 | 0 | 7,134 | 10% | 713 | | 0 | 0 | 713 |
| 47 | | | | | | | 0 | | | | | | 0 | | |
| 48 | | | | | | | 0 | | | | | | 0 | | |
| 49 | 16 | 64081 | 6,834 | | | | 0 | 0 | 6,834 | 60% | 4,100 | | 0 | 0 | 4,100 |
| 50 | | | | | | | 0 | | | | | | 0 | | |
| 51 | | | | | | | 0 | | | | | | 0 | | |
| 52 | 17 | 64082 | 2,813 | | | | 0 | 0 | 2,813 | 30% | 844 | | 0 | 0 | 844 |
| 53 | | | | | | | 0 | | | | | | 0 | | |
| 54 | | | | | | | 0 | | | | | | 0 | | |
| 55 | 18 | 64086 | 2,908 | | | | 0 | 0 | 2,908 | 15% | 436 | | 0 | 0 | 436 |
| 56 | | | | | | | 0 | | | | | | 0 | | |
| 57 | | | | | | | 0 | | | | | | 0 | | |
| 58 | 19 | 64092 | 10 | | | | 0 | 0 | 10 | 20% | 2 | | 0 | 0 | 2 |
| 59 | | | | | | | 0 | | | | | | 0 | | |
| 60 | | | | | | | 0 | | | | | | 0 | | |
| 61 | 20 | 64101 | 5 | | | | 0 | 0 | 5 | 100% | 5 | | 0 | 0 | 5 |
| 62 | | | | | | | 0 | | | | | | 0 | | |
| 63 | | | | | | | 0 | | | | | | 0 | | |
| 64 | 21 | 64102 | 0 | | | | 0 | 0 | 0 | 100% | 0 | | 0 | 0 | 0 |
| 65 | | | | | | | 0 | | | | | | 0 | | |
| 66 | | | | | | | 0 | | | | | | 0 | | |

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|-----|----|-------|-------|---|---|---|---|---|-------|------|-------|---|---|---|-------|
| 67 | 22 | 64105 | 449 | | | | 0 | 0 | 449 | 100% | 449 | | 0 | 0 | 449 |
| 68 | | | | | | | 0 | | | | | | 0 | | |
| 69 | | | | | | | 0 | | | | | | 0 | | |
| 70 | 23 | 64106 | 601 | | | | 0 | 0 | 601 | 100% | 601 | | 0 | 0 | 601 |
| 71 | | | | | | | 0 | | | | | | 0 | | |
| 72 | | | | | | | 0 | | | | | | 0 | | |
| 73 | 24 | 64108 | 1,159 | | | | 0 | 0 | 1,159 | 100% | 1,159 | | 0 | 0 | 1,159 |
| 74 | | | | | | | 0 | | | | | | 0 | | |
| 75 | | | | | | | 0 | | | | | | 0 | | |
| 76 | 25 | 64109 | 1,112 | | | | 0 | 0 | 1,112 | 100% | 1,112 | | 0 | 0 | 1,112 |
| 77 | | | | | | | 0 | | | | | | 0 | | |
| 78 | | | | | | | 0 | | | | | | 0 | | |
| 79 | 26 | 64110 | 1,648 | | | | 0 | 0 | 1,648 | 100% | 1,648 | | 0 | 0 | 1,648 |
| 80 | | | | | | | 0 | | | | | | 0 | | |
| 81 | | | | | | | 0 | | | | | | 0 | | |
| 82 | 27 | 64111 | 2,011 | | | | 0 | 0 | 2,011 | 100% | 2,011 | | 0 | 0 | 2,011 |
| 83 | | | | | | | 0 | | | | | | 0 | | |
| 84 | | | | | | | 0 | | | | | | 0 | | |
| 85 | 28 | 64112 | 1,407 | | | | 0 | 0 | 1,407 | 100% | 1,407 | | 0 | 0 | 1,407 |
| 86 | | | | | | | 0 | | | | | | 0 | | |
| 87 | | | | | | | 0 | | | | | | 0 | | |
| 88 | 29 | 64113 | 2,014 | | | | 0 | 0 | 2,014 | 100% | 2,014 | | 0 | 0 | 2,014 |
| 89 | | | | | | | 0 | | | | | | 0 | | |
| 90 | | | | | | | 0 | | | | | | 0 | | |
| 91 | 30 | 64114 | 5,946 | | | | 0 | 0 | 5,946 | 100% | 5,946 | | 0 | 0 | 5,946 |
| 92 | | | | | | | 0 | | | | | | 0 | | |
| 93 | | | | | | | 0 | | | | | | 0 | | |
| 94 | 31 | 64116 | 3,380 | | | | 0 | 0 | 3,380 | 100% | 3,380 | | 0 | 0 | 3,380 |
| 95 | | | | | | | 0 | | | | | | 0 | | |
| 96 | | | | | | | 0 | | | | | | 0 | | |
| 97 | 32 | 64117 | 2,511 | | | | 0 | 0 | 2,511 | 100% | 2,511 | | 0 | 0 | 2,511 |
| 98 | | | | | | | 0 | | | | | | 0 | | |
| 99 | | | | | | | 0 | | | | | | 0 | | |
| 100 | 33 | 64118 | 8,471 | | | | 0 | 0 | 8,471 | 100% | 8,471 | | 0 | 0 | 8,471 |
| 101 | | | | | | | 0 | | | | | | 0 | | |
| 102 | | | | | | | 0 | | | | | | 0 | | |
| 103 | 34 | 64119 | 6,009 | | | | 0 | 0 | 6,009 | 100% | 6,009 | | 0 | 0 | 6,009 |
| 104 | | | | | | | 0 | | | | | | 0 | | |
| 105 | | | | | | | 0 | | | | | | 0 | | |
| 106 | 35 | 64120 | 68 | | | | 0 | 0 | 68 | 100% | 68 | | 0 | 0 | 68 |
| 107 | | | | | | | 0 | | | | | | 0 | | |
| 108 | | | | | | | 0 | | | | | | 0 | | |
| 109 | 36 | 64123 | 1,193 | | | | 0 | 0 | 1,193 | 100% | 1,193 | | 0 | 0 | 1,193 |
| 110 | | | | | | | 0 | | | | | | 0 | | |
| 111 | | | | | | | 0 | | | | | | 0 | | |
| 112 | 37 | 64124 | 1,231 | | | | 0 | 0 | 1,231 | 100% | 1,231 | | 0 | 0 | 1,231 |
| 113 | | | | | | | 0 | | | | | | 0 | | |
| 114 | | | | | | | 0 | | | | | | 0 | | |
| 115 | 38 | 64125 | 188 | | | | 0 | 0 | 188 | 100% | 188 | | 0 | 0 | 188 |
| 116 | | | | | | | 0 | | | | | | 0 | | |
| 117 | | | | | | | 0 | | | | | | 0 | | |
| 118 | 39 | 64126 | 653 | | | | 0 | 0 | 653 | 100% | 653 | | 0 | 0 | 653 |
| 119 | | | | | | | 0 | | | | | | 0 | | |
| 120 | | | | | | | 0 | | | | | | 0 | | |
| 121 | 40 | 64127 | 2,002 | | | | 0 | 0 | 2,002 | 100% | 2,002 | | 0 | 0 | 2,002 |
| 122 | | | | | | | 0 | | | | | | 0 | | |
| 123 | | | | | | | 0 | | | | | | 0 | | |
| 124 | 41 | 64128 | 1,912 | | | | 0 | 0 | 1,912 | 100% | 1,912 | | 0 | 0 | 1,912 |
| 125 | | | | | | | 0 | | | | | | 0 | | |
| 126 | | | | | | | 0 | | | | | | 0 | | |
| 127 | 42 | 64129 | 1,710 | | | | 0 | 0 | 1,710 | 100% | 1,710 | | 0 | 0 | 1,710 |
| 128 | | | | | | | 0 | | | | | | 0 | | |
| 129 | | | | | | | 0 | | | | | | 0 | | |
| 130 | 43 | 64130 | 3,933 | | | | 0 | 0 | 3,933 | 100% | 3,933 | | 0 | 0 | 3,933 |
| 131 | | | | | | | 0 | | | | | | 0 | | |
| 132 | | | | | | | 0 | | | | | | 0 | | |
| 133 | 44 | 64131 | 3,364 | | | | 0 | 0 | 3,364 | 100% | 3,364 | | 0 | 0 | 3,364 |
| 134 | | | | | | | 0 | | | | | | 0 | | |
| 135 | | | | | | | 0 | | | | | | 0 | | |
| 136 | 45 | 64132 | 1,814 | | | | 0 | 0 | 1,814 | 100% | 1,814 | | 0 | 0 | 1,814 |
| 137 | | | | | | | 0 | | | | | | 0 | | |
| 138 | | | | | | | 0 | | | | | | 0 | | |

DIVIDER III: Application Summary

1. For ICF/SNF beds, address the population-based bed need methodology of fifty-three (53) beds per one thousand (1,000) population age sixty-five (65) and older.
 - a. (Not Applicable)
2. For RCF/ALF beds, address the population-based bed need methodology of twenty-five (25) beds per one thousand (1,000) population age sixty-five (65) and older.
 - a. An inventory of existing and approved RCF/ALF facilities inside the 15-miles radius is provided (attachment #22).
 - b. The following population-based long-term care bed need methodology for the fifteen- (15-) mile radius was used to determine the need:
 - i. 1. A service area need determined to be twenty-five (25) beds per one thousand (1,000) year 2025 population age sixty-five (65) and older minus the current supply of RCF/ALF beds shown in the most recent Six-Quarter Occupancy of Residential Care and Assisted Living Facility Licensed and Available Beds as provided by the CONP which includes licensed and CON-approved beds.

$$\text{Unmet ALF Need} = (25 \times P) - U$$

Where:

$$25 = 25 \text{ RCF/ALF need rate per } 1,000 \text{ population age } 65 +$$
$$P = \text{Year } 2025 \text{ population in the } 15\text{-mile radius}$$
$$U = \text{Number of existing and approved beds in } 15\text{-mile radius}$$
$$\text{Unmet Need} = (0.025 \times 128,097) - 3,234 = -31.5$$
3. For LTCH beds, address the population-based bed need methodology of one-tenth (0.1) bed per one thousand (1,000) population.
 - a. Not Applicable
4. Document any alternate need methodology used to determine the need for additional beds such as Alzheimer's, mental health or other specialty beds.
 - a. In researching the need for additional Memory Care beds in our market, we looked at both national and regional needs along with our current residents and their needs along with the needs of patients being discharged from our local hospital. We determined that our current residents and their families had a

difficult time finding open Memory Care Unit beds as did patients and their families being discharged from our hospital. All national and regional publications and articles relating to occupancy pre and post-pandemic support that Memory Care occupancy levels returned to pre-pandemic levels the earliest of all lines of service and that the need for additional beds will continue into the future as the aging population continues to grow.

5. For any proposed facility which is designed and operated exclusively for persons with acquired human immunodeficiency syndrome (AIDS) provide information to justify the need for the type of beds being proposed.
 - a. (Not Applicable)
6. If the project is to add beds to an existing facility, has the facility received a Notice of Noncompliance within the last 18 months as a result of a survey, inspection or complaint investigation? If the answer is yes, explain.
 - a. Not Applicable. The facility has not received a Notice of Noncompliance within the last 18 months.

| County | Facility Name | Address | City | Zip | Licensed Beds | | | Average Occup % |
|--------------|---|-------------------------------|--------------|-------|---------------|-----|-------------|-----------------|
| | | | | | ALF | RCF | TOTAL | |
| Clay | Grand Royale, The (Opened 7/26/21) | 2900 NE Kendallwood Parkway | Gladstone | 64119 | 25 | 0 | 25 | 82.11570674 |
| Clay | Heritage Village of Gladstone | 3000 NE 64th St | Gladstone | 64119 | 60 | 0 | 60 | 73.27461466 |
| Clay | Kendallwood Senior Living (Closed 9/13/23) | 2801 N E 60th St | Gladstone | 64119 | 0 | 0 | 0 | 26.11202186 |
| Clay | Linden Woods Village | 2901 NE 72nd Street | Gladstone | 64119 | 40 | 0 | 40 | 88.04094188 |
| Clay | McCrite Plaza at Briarcliff Assisted Living | 1201 N W Tullison Rd | Kansas City | 64116 | 164 | 0 | 164 | 69.51588373 |
| Clay | Oxford Grand at Shoal Creek | 8280 N Tullis Ave | Kansas City | 64158 | 98 | 0 | 98 | 80.37283969 |
| Jackson | Anthology of the Plaza (Opened 96 beds 7/24/19) | 2 Emanuel Cleaver II Blvd | Kansas City | 64112 | 96 | 0 | 96 | 50.56265207 |
| Jackson | Armour Oaks Senior Living Community | 8100 Wornall Rd | Kansas City | 64114 | 47 | 0 | 47 | 72.93057928 |
| Jackson | Baptist Homes of Independence (license merged 8/16/21) | 17451 Medical Center Parkway | Independence | 64057 | 0 | 20 | 20 | 21.71232877 |
| Jackson | Beacon Hill Residential Care | 2905 Campbell | Kansas City | 64109 | 0 | 37 | 37 | 52.35746696 |
| Jackson | Bishop Spencer Place, Inc, The | 4301 Madison Ave | Kansas City | 64111 | 40 | 0 | 40 | 37.39303483 |
| Jackson | Blessed Homes | 305 E 63rd St | Kansas City | 64113 | 0 | 11 | 11 | 89.96581197 |
| Jackson | Blue Hills Rest Home, Inc | 2207 N Blue Mills Rd | Independence | 64058 | 63 | 0 | 63 | 88.28640945 |
| Jackson | Brookdale Wornall Place | 501 West 107th Street | Kansas City | 64114 | 68 | 0 | 68 | 52.45192514 |
| Jackson | Carrie Dumas Long Term Care Facility | 2836 Benton Blvd | Kansas City | 64128 | 34 | 0 | 34 | 49.98926578 |
| Jackson | Cedarhurst of Blue Springs | 20551 East Trinity Place | Blue Springs | 64015 | 89 | 0 | 89 | 75.96161732 |
| Jackson | Cross Creek at Lee's Summit | 3320 NE Wilshire Dr. | Lee's Summit | 64064 | 55 | 0 | 55 | 81.03848706 |
| Jackson | Harris House Residential Care Facility, The | 3859 East 59th Terrace | Kansas City | 64130 | 0 | 7 | 7 | 97.75808133 |
| Jackson | Hidden Lake Care Center | 11400 Hidden Lake Dr | Raytown | 64133 | 0 | 48 | 48 | 62.96380779 |
| Jackson | House of Care Center | 3744 Benton Blvd | Kansas City | 64128 | 0 | 8 | 8 | 72.29212254 |
| Jackson | Jeanne Jugan Center (closed 4/12/23) | 8745 James A Reed Rd | Kansas City | 64138 | 0 | 0 | 0 | 35.48009368 |
| Jackson | Jolet Home | 3920 Forest | Kansas City | 64110 | 0 | 17 | 17 | 84.54272222 |
| Jackson | Kingswood | 10000 Wornall Rd | Kansas City | 64114 | 67 | 0 | 67 | 87.06787388 |
| Jackson | Lodge Residential Care Facility, The | 3860 East 60th St | Kansas City | 64130 | 0 | 8 | 8 | 99.68065693 |
| Jackson | Madison Senior Living, The | 14001 Madison Avenue | Kansas City | 64145 | 66 | 0 | 66 | 66.39254719 |
| Jackson | Maywood Manor | 1041 West Truman Rd | Independence | 64050 | 0 | 24 | 24 | 67.96684915 |
| Jackson | Oaks, The | 5550 Noland Rd | Kansas City | 64133 | 0 | 62 | 62 | 59.95114198 |
| Jackson | Rockhill Manor Assisted Living | 4235 Locust St | Kansas City | 64110 | 190 | 0 | 190 | 85.56403697 |
| Jackson | Silverado Lee's Summit | 3101 SW 3rd Street | Lee's Summit | 64081 | 54 | 0 | 54 | 72.84238997 |
| Jackson | St. Anthony's | 1010 East 68th Street | Kansas City | 64131 | 81 | 0 | 81 | 50.21402181 |
| Jackson | Summitview Terrace Assisted Living By Americare | 12101 East Bannister Rd | Kansas City | 64138 | 52 | 0 | 52 | 57.38513455 |
| Jackson | Trustwell Living of Raytown | 9110 E. 63rd Street | Raytown | 64133 | 76 | 0 | 76 | 43.37112299 |
| Jackson | Turning Point Group Home (Closed 04/01/23) | 1720 Swope Dr | Independence | 64057 | 0 | 0 | 0 | 69.9543379 |
| Jackson | Villa Ventura Assisted Living Facility | 12100 Wornall Rd | Kansas City | 64145 | 50 | 0 | 50 | 44.92424242 |
| Jackson | Village Assisted Living | 1701 NW O'Brien Road | Lee's Summit | 64081 | 50 | 0 | 50 | 52.81673307 |
| Jackson | Village Assisted Living (RCF Closed 10/01/18) | 1704 Northwest O'Brien Rd | Lees Summit | 64081 | 172 | 0 | 172 | 80.0743376 |
| Jackson | Villages of Jackson Creek, The | 3980 S Jackson Dr | Independence | 64057 | 62 | 0 | 62 | 52.06910761 |
| Jackson | Waterford South (Closed 8/26/22) | 11515 Holmes Rd | Kansas City | 64131 | 0 | 0 | 0 | 52.08006279 |
| Jackson | White Oak Assisted Living | 1415-1515 West White Oak | Independence | 64050 | 78 | 0 | 78 | 43.2271196 |
| Jackson | Wood Oaks, Inc | 1804 South Sterling Ave | Independence | 64052 | 0 | 30 | 30 | 88.21776156 |
| Platte | Anthology of Burlington Creek | 6311 N Cosby Avenue | Kansas City | 64151 | 110 | 0 | 110 | 71.85965494 |
| Platte | Autumn Woods, Inc | 5500 Nw Houston Lake Dr | Kansas City | 64151 | 0 | 28 | 28 | 94.20620438 |
| Platte | Benton House of Tiffany Springs | 5901 NW 88th Street | Kansas City | 64154 | 80 | 0 | 80 | 76.54393948 |
| Platte | Gardens at Barry Road, The | 8300 NW Barry Rd | Kansas City | 64153 | 140 | 0 | 140 | 70.94629823 |
| Platte | Leona House | 5000 NW Old Trail Rd | Kansas City | 64151 | 7 | 0 | 7 | 91.50156413 |
| Platte | Primrose Retirement Community of Kansas City | 8559 North Line Creek Parkway | Kansas City | 64154 | 44 | 0 | 44 | 67.76904715 |
| Platte | Tiffany Springs Senior Care Community | 9101 N Ambassador Drive | Kansas City | 64154 | 89 | 0 | 89 | 79.80398589 |
| Platte | Wexford Place Assisted Living and Memory Support by Senior Star | 6460 N Cosby Ave | Kansas City | 64151 | 98 | 0 | 98 | 87.33613884 |
| Platte | Windemere Healthcare Center, LLC | 3100 North West Vivion Rd | Riverside | 64150 | 0 | 65 | 65 | 99.8789918 |
| Total | | | | | | | 2445 | |

DIVIDER IV: Application Summary

1. Document that the proposed costs per square foot are reasonable when compared to the latest “RS Means Construction Cost data”
 - a. Renovation cost is \$509 per square foot (See Attachment #7), which is more than the $\frac{3}{4}$ percentile of \$294.82 per square foot for RS Means for the Kansas City Missouri Area (see attachment #23). The higher costs have resulted from increased costs of labor and materials in the post-covid era.
2. Document that sufficient financing is available by providing a letter from a financial institution or an auditor’s statement indicating that sufficient funds are available.
 - a. Bishop Spencer Place is financing this project with available cash, as outlined in the Proposed Project Budget. Bishop Spencer Place has adequate cash reserves available to fund this project as documented in the Audited Consolidated Balance Sheet (See Attachment #24).
3. Provide Service-Specific Revenues and Expenses (Form MO 580-1865) for the latest three (3) years, and projected through three (3) **FULL** years beyond project completion.
 - a. (See Attachment #25)
4. Document how patient charges are derived.
 - a. We reviewed current market charges and fees and we reviewed our expense structure and were able to consider patient charges on the lower end of the current market, due to these factors. Our pro forma is based on this review.
5. Document responsiveness to the needs of the medically indigent.
 - a. A copy of our existing policy for meeting the needs of the medically indigent is included (See Attachment #26).
6. For a proposed new skilled nursing or intermediate care facility, what percentage of your admissions would be Medicaid eligible on the first day of admission or become Medicaid eligible within 90 days of admission?
 - a. Not Applicable
7. For an existing skilled nursing or intermediate care facility, what percentage of your admissions are Medicaid eligible on the first day of admission or becomes Medicaid eligible within 90 days of admission.
 - a. Not Applicable

From: [Hill, Audrey M](#)
To: [CONP CONP; Lux, Mackinze](#)
Cc: [Lamb, Amy](#)
Subject: FW: CON 6091 Bed Need
Date: Tuesday, April 9, 2024 2:01:55 PM
Attachments: [image001.png](#)

Hi Mackinze – FYI on the below email from Amy Lamb. Please let us know if you have any questions.

Thank you,
Audrey Hill

Audrey Hill
Operations Project Consultant
Saint Luke's Health System

Mobile: 816-589-4399
Teams: 

From: Lamb, Amy
Sent: Monday, April 8, 2024 9:38 AM
To: 'Lux, Mackinze' <Mackinze.Lux@health.mo.gov>
Cc: Hill, Audrey M <ahill@saint-lukes.org>
Subject: RE: CON 6091 Bed Need

Yes, we agree with your findings. We updated our answers to reflect your office's calculation in Divider II #11 and Divider III #2. We also updated the population worksheet on page 41 in the application.

We are prepared to speak to this when we present this project at the upcoming meeting. While there is a bed surplus of ALF beds, the beds we plan to add with this project are specialized for memory care and we can speak to the need for this service in the community.

Amy

From: Lux, Mackinze <Mackinze.Lux@health.mo.gov>
Sent: Monday, April 8, 2024 9:30 AM
To: Lamb, Amy <alamb@saint-lukes.org>
Subject: CON 6091 Bed Need
Importance: High

We reviewed the population-based need calculation presented in the CON application and the population we arrived at is 128,097 (attached). We found 3,234 (431 CON Approved & 2,803 Licensed) ALF/RCF beds in the 15-mile radius (attached). Therefore, we calculated a bed surplus of 31 ALF/RCF beds within 15 miles of the site. Please let me know if you agree or disagree with our findings.

This information is needed by Monday, April 8, 2024.

Mackinzey Lux

Assistant Program Coordinator, Certificate of Need
Department of Health and Senior Services
920 Wildwood Drive, P.O. Box 570
Jefferson City, MO 65102
OFFICE: 573-751-6403
FAX: 573-751-7894

EMAIL: mackinzey.lux@health.mo.gov

<http://health.mo.gov/information/boards/certificateofneed/index.php>

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From: [Lamb, Amy](#)
To: [Dorge, Alison](#)
Cc: [CONP CONP](#); [Lux, Mackinzey](#); [Hill, Audrey M](#); [Brooks, Mark C](#); [Walters, Lisa H](#)
Subject: FW: Bishop Spencer Place CON: Additional Information Needed
Date: Friday, April 12, 2024 3:48:12 PM
Attachments: [image001.png](#)
[image002.png](#)

Hi Alison,

Per our conversations yesterday and today, I'm providing you with some additional clarity on the numbers from the construction budget that we submitted.

- The letter from the architect (SCFS) included in our application referenced the assumptions the firm used for the **hard costs** on the budget
- The other costs (soft costs, FF&E, IT, Financing, & contingency), were assembled based on historical data and square footage data. Please see below from Mark Brooks. Mark is the SLHS Director of Construction. I've included him here on this email as well in case we need to include additional information.

Thanks,
Amy

From: Brooks, Mark C <mbrooks@saint-lukes.org>
Sent: Friday, April 12, 2024 7:08 AM
To: Lamb, Amy <alamb@saint-lukes.org>; Hill, Audrey M <ahill@saint-lukes.org>; Curtis R. Jennings III <cjennings@SFCS.com>; Collier, Louis <loucollier1@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>; Walters, Lisa H <lwalters@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Amy,

We assembled these budgets based on historical data and square footage data.

If you need anything more, please let me know.

Thanks

Mark

From: Lamb, Amy <alamb@saint-lukes.org>
Sent: Thursday, April 11, 2024 3:25 PM
To: Hill, Audrey M <ahill@saint-lukes.org>; Curtis R. Jennings III <cjennings@SFCS.com>; Collier, Louis <loucollier1@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>; Brooks, Mark C <mbrooks@saint-lukes.org>; Walters, Lisa H <lwalters@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Hi Everyone,

I got a call from the CON office. They have questions about the documents attached that we have

provided to them.

My understanding is that the attached letter with the architect's hard cost budget detail letter from SCFS is only explaining the \$7,376,089 of hard costs in the memory care construction budget.

IF the above is correct, we need to provide additional information to explain the remainder of the cost. We need a document that explains assumptions (how we determined these costs via quotes or otherwise) for:

- The soft costs (\$600,922)
- The FF&E (\$705,843)
- IT (\$61,690)
- Contingency (\$1,106,413)

Who can I get this information from?

Thanks,
Amy

From: Hill, Audrey M <ahill@saint-lukes.org>
Sent: Tuesday, April 2, 2024 5:36 PM
To: Curtis R. Jennings III <cjennings@SFCS.com>; Collier, Louis <loucollier1@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>
Cc: Lamb, Amy <alamb@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Hi Curtis – Yes if you could provide a letter explaining the hard costs that would be perfect.

Much appreciated,
Audrey

From: Curtis R. Jennings III <cjennings@SFCS.com>
Sent: Tuesday, April 2, 2024 4:36 PM
To: Collier, Louis <loucollier1@saint-lukes.org>; Hill, Audrey M <ahill@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>
Cc: Lamb, Amy <alamb@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Oops hit Send to quick! Please see below and add to the last sentence: “ ...let me know if this is desired and we will get it sent over tomorrow. “

Thanks,
Curtis

Curtis R. Jennings III, [AIA](#), [NCARB](#) | Principal | [SFCS](#)
Direct: 540.682.8059 | Office: 540.344.6664 | Cell: 540.588.2878

From: Curtis R. Jennings III
Sent: Tuesday, April 2, 2024 5:34 PM
To: Collier, Louis <loucollier1@saint-lukes.org>; Hill, Audrey M <ahill@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>
Cc: Lamb, Amy <alamb@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Good afternoon Audrey. SFCS can only provide a letter explaining the hard cost portion of the budget. Our letter could be attached to a letter provided by St. Lukes or others explaining the other budget items such as soft costs, IT, FF&E & contingencies as well as the other line items in the CON budget form.

Please let me know if this

Curtis R. Jennings III, [AIA, NCARB](#) | Principal | [SFCS](#)
Direct: 540.682.8059 | Office: 540.344.6664 | Cell: 540.588.2878

From: Collier, Louis <loucollier1@saint-lukes.org>
Sent: Tuesday, April 2, 2024 11:09 AM
To: Hill, Audrey M <ahill@saint-lukes.org>; Curtis R. Jennings III <cjennings@SFCS.com>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>
Cc: Lamb, Amy <alamb@saint-lukes.org>
Subject: RE: Bishop Spencer Place CON: Additional Information Needed

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Audrey,

If Curtis cannot, see if Mark Brooks can provide since he did originally obtain a proposal.

Thank you

Louis Collier
Chief Executive Officer
Saint Luke's Bishop Spencer Place
Office: 816.595.5003 Mobile: 941.376.7167
Email: loucollier1@saint-lukes.org



From: Hill, Audrey M <ahill@saint-lukes.org>
Sent: Tuesday, April 2, 2024 10:08 AM
To: Curtis R. Jennings III <cjennings@SFCS.com>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>

Cc: Collier, Louis <loucollier1@saint-lukes.org>; Lamb, Amy <alamb@saint-lukes.org>

Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Thank you Curtis – We actually submitted the attached detailed budget along with the letter you previously provided last month. It looks like they are now looking for an explanation or quote from a third party showing how we determined the costs. I think a document listing each category with explanation of how costs were determined would suffice. Is that something you could provide?

Thank you,
Audrey

From: Curtis R. Jennings III <cjennings@SFCS.com>

Sent: Tuesday, April 2, 2024 9:49 AM

To: Hill, Audrey M <ahill@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>

Cc: Collier, Louis <loucollier1@saint-lukes.org>; Lamb, Amy <alamb@saint-lukes.org>

Subject: RE: Bishop Spencer Place CON: Additional Information Needed

Good morning Audrey, Louis sent me a detailed budget that BSP/St Lukes created for the construction /renovation costs. I have attached for your convenience. I believe that may be what your looking for?

I am happy to jump on a quick call later today or tomorrow if needed to review additional needs or clarifications. Please let me know if you need anything further.

Curtis

Curtis R. Jennings III, [AIA](#), [NCARB](#) | Principal | [SFCS](#)
Direct: 540.682.8059 | Office: 540.344.6664 | Cell: 540.588.2878

From: Hill, Audrey M <ahill@saint-lukes.org>

Sent: Tuesday, April 2, 2024 9:42 AM

To: Curtis R. Jennings III <cjennings@SFCS.com>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>

Cc: Collier, Louis <loucollier1@saint-lukes.org>; Lamb, Amy <alamb@saint-lukes.org>

Subject: Bishop Spencer Place CON: Additional Information Needed

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Good Morning Curtis and Team, the CON staff has requested additional third party detail (see below). I have attached the proposed budget we previously provided as reference. Can you assist with providing written explanation for your components? The deadline for submitting this information is **Friday, April 5**. Please let me know if you have any questions, thank you!

- Provide third party documentation for the construction/renovation costs or provide methods and assumptions for finding these costs (just listing costs on the budget detail is not sufficient —we need to know how they determined those costs either by an explanation or quote).

Audrey Hill
Operations Project Consultant
Saint Luke's Health System

Mobile: 816-589-4399

Teams: 

From: Curtis R. Jennings III <cjennings@SFCS.com>
Sent: Monday, March 11, 2024 12:05 PM
To: Collier, Louis <loucollier1@saint-lukes.org>
Cc: Hill, Audrey M <ahill@saint-lukes.org>; Amy A. Taft <ataft@SFCS.com>; Lauren F. Tilley <ltilley@sfcs.com>
Subject: RE: construction budget

Louis, please find the attached requested letter for the CON application, regarding the budget.

Please let me know anything further you may need, and we'll be happy to help.

Curtis

Curtis R. Jennings III, AIA, NCARB | Principal | [SFCS](#)
Direct: 540.682.8059 | Office: 540.344.6664 | Cell: 540.588.2878

From: Collier, Louis <loucollier1@saint-lukes.org>
Sent: Wednesday, March 6, 2024 5:49 PM
To: Curtis R. Jennings III <cjennings@SFCS.com>
Cc: Hill, Audrey M <ahill@saint-lukes.org>
Subject: RE: construction budget

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Curtis,

The letter is needed to submit as an addendum to the package, and it was requested by the CON staff earlier this week. I have attached the application package that was submitted, and I am including Audrey Hill on this email as she is the lead for the CON process.

I certainly appreciate you sending a letter and we also look forward to moving forward with the project.

Let me know if you need any additional information.

Thank you

Louis Collier
Chief Executive Officer
Saint Luke's Bishop Spencer Place
Office: 816.595.5003 Mobile: 941.376.7167
Email: loucollier1@saint-lukes.org



From: Curtis R. Jennings III <cjennings@SFCS.com>
Sent: Wednesday, March 6, 2024 4:43 PM
To: Collier, Louis <loucollier1@saint-lukes.org>
Subject: Re: construction budget

Hey Louis , thanks for sending along, I'll review and follow up with the letter this week. Confirming this is the letter needed for the CON? Also, Can you send along the full CON submission package to review as well?

Sounds like everything is moving along on your side with the invoicing and we have received the first check, thanks for your assistance. We are excited to get going on the next phase.

Let me know if you need anything else.

Curtis

Curtis R. Jennings III, [AIA](#), [NCARB](#) | Principal | [SFCS](#)
Direct: [540.682.8059](tel:540.682.8059) | Office: [540.344.6664](tel:540.344.6664) | Cell: [540.588.2878](tel:540.588.2878)

From: Collier, Louis <loucollier1@saint-lukes.org>
Sent: Wednesday, March 6, 2024 2:28 PM
To: Curtis R. Jennings III <cjennings@SFCS.com>
Subject: construction budget

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Curtis,

Hope you are doing well. Attached is the construction budget that Mark and his group had put together with a contractor some time in 2023. Please review and let me know if you are comfortable with a letter supporting the initial budget.

Thank you

Louis Collier
Chief Executive Officer
Saint Luke's Bishop Spencer Place
Office: 816.595.5003 Mobile: 941.376.7167
Email: loucollier1@saint-lukes.org



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