

Mission Creek Senior Community

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Alan Karchner, Courtesy of HKIT

Project Information

EVALUATION SITE: Mission Creek Senior Community

COMMUNITY TYPE: Mixed-use senior housing

REGION: Pacific Coast

ARCHITECT: HKIT

OWNER: San Francisco Redevelopment Agency (SFRA)

COMMUNITY TYPE: Mixed-use senior housing
 Adult Day Health Care for 50 Clients
 89 Affordable Senior Living Apartments
 51 Affordable Apartments for Frail Elderly
 7,500 sf Public Library
 3,640 sf Retail

DATA POINTS:

Resident Room:	440 to 1,085 gsf
Total Area:	646.2 gsf/apartment
Total Area:	90,461 gsf (apartments)
Total Area:	41,400 gsf (retail & community space)
Overall Total Area:	174,233 gsf
Project Cost:	\$251.32/gsf
Total Project Cost:	\$43,788,055
Investment/apartment:	\$312,771.82

FIRST OCCUPANCY: March 2007

DATE OF EVALUATION: November 2008

EVALUATION TEAM: Leslie Moldow, FAIA, Jerry Brown, Dorit Fromm, AIA, Linda Gates, ASLA, Seung-Shin Na, Carol Shen, FAIA, Yumi Westland, AIA



Leslie Moldow



Alan Karchner, Courtesy of HKIT

Introduction

With an inviting climate and notable diversity, San Francisco has long been an enticing place to call home or simply to try to re-establish oneself following a difficult period in one's life. However, as in most large American cities, many who are economically challenged have tended to either fall through the safety net of public support programs or to simply be ignored. This is most especially true for the elderly who are having financial difficulty and which may be exacerbated by failing health issues and increased physical frailty.

However, this city by the bay has also provided an excellent example of an emerging model of care through the completion of Mission Creek Senior Community which provides affordable housing with care service strategies that support very low-income elderly, including those who may be transitioning out of a homeless situation or out of institutionalization. Assisted living care is provided for frail senior residents through the provision of an on-site adult day health program.

This urban mixed-use building is located within the Mission Bay redevelopment area in one of the most expensive cities in the United States, San Francisco, California. The "brownfield" site, an industrial property that served as everything from a rail yard to a mill operation, was remediated by selection of a master developer and donated to the San Francisco Redevelopment Agency as part of Mission Bay's affordable-housing requirement. A multi-participant partnership of Mercy Housing California, North & South of Market Adult Day Health, the San Francisco Redevelopment Agency and the San Francisco Department of Public Health developed the project. The program, set by the San Francisco Redevelopment Agency, stipulated the population which was to be served, the desired number of apartment units and a requirement that the design have a civic character including commercial space for lease. Sustainable building strategies were required in the program in order to reduce energy needs. Following the initial program preparation, the agency decided to add a public library to the site which was San Francisco's first new branch library put into service in 40 years.

The team of nonprofit developer Mercy Housing California, Adult Day Health and HKIT Architects had worked together previously on the 93-unit Presentation Senior Housing in San Francisco's Tenderloin neighborhood, thus the collaborative spirit for Mission Creek had precedent. The Presentation Senior Housing pioneering model of care and housing has received national attention because of its affordable assisted living level services for frail seniors, including those with HIV/AIDS. Repeated post-occupancy reviews of the Tenderloin project and the valuable insights of its manager, who is now manager of the Mission Creek development, allowed the team to replicate the service model in Mission Bay but on a larger scale, serving more seniors with behavioral, mental health and substance-abuse issues.

Two different elderly populations are housed in Mission Creek Senior Community. Eighty-eight units are for independent seniors, including 10 for seniors with HIV/AIDS, and are financed through US Department of Housing and Urban Development Section 8 financial subsidies. Fifty-one units are for disabled seniors who are deficient in at least three activities of adult daily living. These are financed through the San Francisco Department of Public Health's (SFDPH) Direct Access to Housing Program. The disabled residents were all homeless prior to moving in, with about a quarter transitioning from a skilled-nursing facility, primarily from the nursing facility at Laguna-Honda Hospital.

As a commercial tenant, Adult Day Health occupies the second floor and runs a program allowing seniors to more easily age in place within their own apartment. The program has the capacity to provide nursing care, social-work services, therapy, transportation and a noon meal for up to 50 individuals daily. This program typically serves up to 100 clients total with attendance of residents varying from 2 to 5 days a week. About a third of the program's participants are Mission Creek residents, split evenly between the Section 8 and the SFDPH-subsidized housing.

For the two client groups of independent and disabled seniors there are no differentiations among the 140 units located on the second through seventh floors. Judicious use of quality materials, accent colors, warm and contemporary art, and numerous common spaces create opportunities for informal gathering and support a sense of community. The 178 residents are diverse, representing 29 different nationalities. Many residents are not proficient speakers of English adding another layer of complexity to managing this development.

Public, civic and retail components attract and welcome the surrounding community to the development. In addition to the 7,500 square foot library, situated on a separate air-rights parcel, the ground floor includes a busy corner café and a dry cleaner. The community room on the third level is used by neighborhood organizations, for city department meetings, and for fundraising and other public events. An attractive waterfront promenade adjacent to the building is frequently used by neighborhood residents and Mission Creek residents alike.

Architect's Statement

This mixed-use building is designed for an underserved low-income senior population in dire need of housing and supportive services in an expensive city. It was important to seamlessly integrate it into the surrounding neighborhood and to afford an opportunity to communicate and be a vital part of that neighborhood. It allows residents to have their own sense of space and ownership, not only in their own living units but also in secure, inviting, outdoor spaces and common areas. Including a public library and an adult day health program gives activity and support to the residents' lives. The architecture is created to uplift the spirit and to engage with the surrounding urban fabric, as well as the tranquility of the creek that it faces.

Designers' and Operators' Stated Objectives and Responses

Objective: To create a supportive, quiet, secure residential environment

Design Intent: The community's appearance, as a residential complex, disguises its efficiently planned space, which was designed with specific aging needs in mind. The residential entry is on Berry Street through a secure lobby with a front desk that is staffed around the clock. Elevators provide access to wide, well-lighted upper-level corridors that are color-coded by floor.

A key component of the Mission Creek community, the Adult Day Health area includes offices, a gym and a dining room. Participants arrive at 9:30 am, stay a minimum of four hours and leave by 2:00 pm. Adult Day Health services include medical care and occupational and physical therapy, and clients also receive lunch. Qualifying residents within Mission Creek Senior Community get first priority for use of this resource. The independent residents, who are not provided meals, help to organize a weekly distribution of free fruits and vegetables from the San Francisco Food Bank's Brown Bag Program.

Objective: To design the first civic project in a nascent urban neighborhood

Design Intent: Mission Bay is an emerging urban neighborhood with a new biotech research and development campus, midrise market rate housing, and the northern terminus of two commuter rail lines. The Mission Creek Senior Community is sited prominently at the entrance to Mission Bay, adjacent to Mission Creek and the Fourth Street Bridge and one block west of the San Francisco professional baseball team's stadium. .

Objective: To achieve ambitious environmental goals affordably, particularly in the area of project longevity

Design Intent: The San Francisco Redevelopment Agency has been a strong proponent of sustainable building features in public housing since the 2003 passage of an ordinance requiring Leadership in Energy and Environmental Design (LEED) standards for city buildings of a certain size. The agency sees Mercy Housing as "the leader in sustainable Mission Bay housing development."

Second Level Plan



Field Observations: Meeting the Objectives

Objective: To create a supportive, quiet, secure residential environment

Field Observations: The Mission Creek Senior Community development team went beyond the utilitarian quiet and secure environment. Gloria, a resident whose living room on the fourth floor overlooks the creek and Mission Bay, summed it up: “Can you imagine going from a 10-by-10-foot place that never had sunlight to this million-dollar room? I’ve been here for two years and I still pinch myself.”

Efficient unit plans maximize function, flexibility, storage and furnishing options. The one-bedroom units with open kitchens feel spacious. The translucent plastic door between the living room and bedroom is much appreciated by residents. It moves easily in its track, slides out of the way like a barn door, is lightweight, and blocks views but allows daylight into the room. Generous view windows also support a sense of expansive space.

In the well-planned kitchens, floor-to-ceiling pantries provide ample storage in a limited space. Bathrooms feature a mix of tubs and roll-in showers, with plenty of room with their compliance with accessibility codes. Residents personalize the extra space with furniture and additional storage. One bathroom electrical switch controls light and air ventilation, but the resident preference would have been separate switches. Residents’ configuration of their beds is also not always as envisioned by the designer and the cable television outlet is not in the most ideal location. To compensate, some residents have run an additional exposed cable around the room to solve the problem.

At the apartment entrances residents have difficulty in managing a handful of packages and unlocking the entry door, something the addition of small shelves would alleviate. Resident needed ambulation assistive devices such as walkers often scratch the apartment doors as there are no door kick plates provided. The apartments and hallways are quiet with the double-paned glass and STC-rated wall assemblies being remarkably effective in damping exterior noise from the surrounding urban street.

Third Level Plan



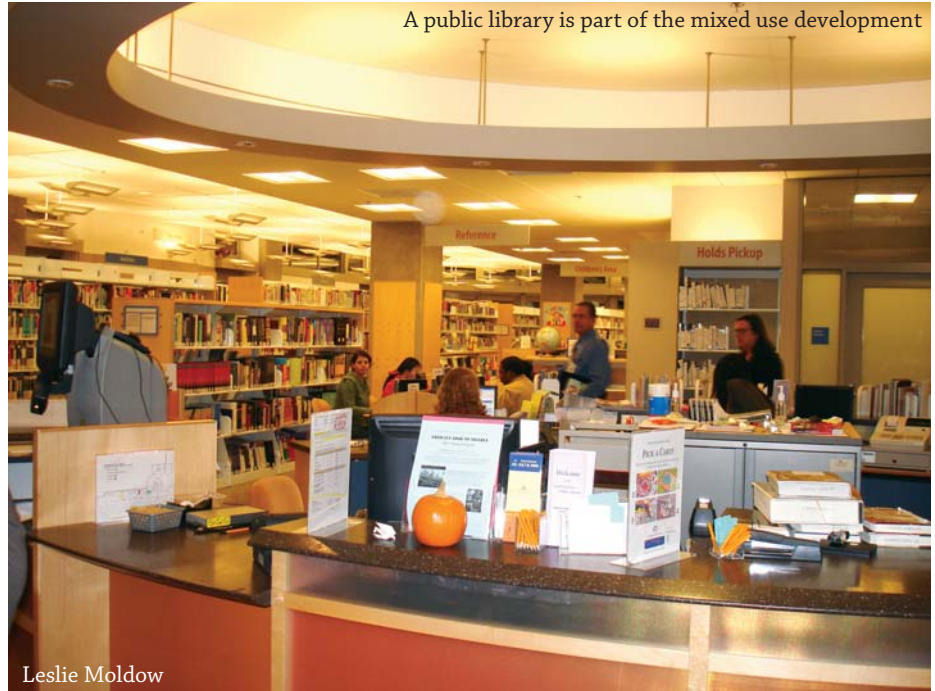
Although each floor level corridor has a different color scheme, the colors are not altogether distinct from each other and wayfinding may become more difficult as the population ages. With no architectural features, art work or plants to help strengthen the floors' latent identity, resident disorientation may become an issue. The corridors are well-lit and lined with many recessed cove lights, but the lighting levels in the lounge areas is somewhat diminished without occasional lighting to provide a more home-like ambiance.

The coin-operated laundry rooms on Floors 2, 6 and 7 are not well-utilized. Although required by local fire codes, the laundry room entry door is heavy and difficult to open, especially for those who may be in a wheelchair. This rooms location also diminishes its use as there is no adjacent common space for residents to sit while the laundry machines are in use.

The Adult Day Health program is located on the second floor, away from the distractions of street and other artificial stimuli. While the program director would prefer the program be located at street level for visibility and emergency access, there is value in having a contained environment for programs catering to frail and memory-compromised individuals. The floor plan allows for walking and wandering yet feels safe and secure. The combination gym and seating/dining area works well for residential traffic flow. The manager's desk is located where all have visual access to it. The wide corridors, the availability of places to sit and linger, the expansive view windows and the adjacent secure outdoor space all contribute to a feeling of spaciousness in what could have been a confining space. Staff has received special training to work with the previously homeless elderly. Overall, residents and staff expressed their feeling of security in the building. An incident in which one of the residents showed aggressive behavior with the ground-floor receptionist prompted the installation of a secure gate between the front desk area and the entrance lobby. However, this area remains "vulnerable" and there is not a second means of exit for the management offices.

Objective: To design the first civic project in a nascent urban neighborhood

Field Observations: The Mission Creek Senior Community development creates a vibrant mixed-use community that is a neighborhood center. In the design of the first civic project in Mission Bay, public uses were placed along the street-level perimeter, adjacent to transit lines, and made prominent by expressive arcades and canopies. The Mission Creek building's quality is indistinguishable from adjacent high-end market-rate housing. The level of architectural detailing, such as metal paneling on the façade and the extensive use of large windows, is not typical of affordable housing and transcends stereotypical expectations.



A public library is part of the mixed use development

Leslie Moldow

The civic-minded and mixed-use design makes a positive contribution to public life. The connections to the street and outdoor public areas provide opportunities for movement and engagement. The library underscores the concept of lifelong learning that is continuously accessible to the residents as they age. And the retail and community room serve a real neighborhood need.

The variety of uses within the development, however, makes entries a particular challenge in this complex building. The main entrance to the senior housing component of the development, combined with a weak façade presence, is not fully recognizable from the street complicating drop-off safety. Retail space is located on the most visible corner forcing a move of the housing's main entry from that more prominent position.

A secure entrance for outside visitors to the Adult Day Health program is shared with the third-floor community room and located on the opposite side of the complex from the Berry Street lobby. These two separate entrances were created due to the volume and numbers of people potentially going into the building, allowing only residents, and any visitors to this area, entrance via Berry Street, where the receptionist is located. Although the Fourth Street entrance was to be the primary entrance for the Adult Day Health program, the city would not issue approval for van loading and unloading. Two-way street traffic comes close to the building entrance and there is no easy way for cars or transportation vans to pull out of traffic and drop off passengers. To complicate the situation, vans do not fit under the low ceiling height in the garage, thus eliminating this option. A significant number of clients are dropped off on Berry Street and brought through the parking garage and then to a secondary door at the main elevator lobby, from which they are then brought across the second floor to reach the Adult Day Health program. The staff currently props open the garage door and directs circulation through the garage whenever the public attends an event.

Access on the rear of the building, the south, along the public Waterfront Promenade is attractive and barrier-free enabling residents with assistive devices to enjoy it. However, the space between the Mission Creek building and its neighbor to the west can provide windy gusts that become uncomfortable for pedestrians. Nevertheless, this public walkway along the creek is now a well-used neighborhood asset.

Mission Creek Senior Community's public persona is weak, with no visual cues indicating that it is a community of seniors. Even passersby familiar with the Waterfront Promenade and library are often not cognizant of the property's senior-housing component. The physical proximity of the library to Mission Creek and the library's use of a room within Mission Creek for children's story hour suggest the possibility of increased programmatic collaborations between the two. Unfortunately the library does not provide senior programming on a regular basis, missing an opportunity for the library to view the community's seniors as a resource, much in the same way the seniors themselves view the library as a resource.

Objective: To achieve ambitious environmental goals affordably, particularly in the area of project longevity

Field Observations: The project's commitment to energy and water conservation and its use of solar power for common areas are remarkable in light of budget limitations. The building's placement on the site and its design further sustainability goals by taking maximum advantage of its southern exposure and views through massing, orientation, circulation, open spaces and terraces. Sun exposure does create some amount of glare in interior and exterior spaces, particularly in the building's common areas.

A recent commitment to recycling has proven to be labor-intensive for Mission Creek. No space had been designed for this activity, and management expressed their preference of a trash room that faces the sidewalk to save labor as staff must go through the lobby to get from units to the dumpster.

The heating and air conditioning system has not functioned optimally. Temperature control within the units is problematic, and in colder locations, electric wall heaters are inadequate with corresponding utility bills being costly. The heater control knobs are located too low and are difficult to reach for seniors. To control unwanted air supply residents block vents with magnetic covers provided by management, as there are no controls in the vents. The kitchen ventilation design did not anticipate the variety, extent and impact of cooking odors generated by the diverse resident population. Kitchen fans only re-circulate air and do not exhaust to the exterior to prevent invasive odors and to alleviate the subsequent tensions among neighbors over this issue. Diminished air pressure in the hallways exacerbates these problems. Residents also complain about chemical smells from the cleaning products used in the building and management is considering use of more sustainable cleaning products. Other odor complaints by residents include smells from composting, which is a mandated government program.



Dorit Fromm



Leslie Moldow

Field Observations: Themes and Hypothesis

Adult Day Health Center



Dorit Fromm

Creating Community

The quality of design for the Mission Creek Senior Community, its mix of uses and its comfortable fit into an urban neighborhood all contribute to a positive sense of community and place. The feeling of being part of a larger neighborhood is underscored by the third-floor meeting space, which is used by outside organizations for various events. This access helps make a true “neighborly connection.”

However, there could be a strengthened connection to the community had the design optimized views of outside activities. One popular use of the second-floor dining room, as evidenced by how residents re-arranged the furniture, is watching the activity on the corner of Berry and Fourth Streets.

The multitude of resident common spaces within the senior housing is commendable. Extra common space was added during the construction document phase, reducing office space intended for the second, third and fourth floors. The San Francisco Redevelopment Agency decided against including this additional office space because of an economic downturn. The two common rooms on the second floor are well used, but those which are more remotely located are currently under utilized by residents. It was speculated by the evaluation team that this may be due to the formerly homeless person’s preference for strong territorial boundaries and their desire for safety. An additional factor in some space utilization is that many of the common spaces have to be reserved and, when not in use, are kept locked. This prevents their spontaneous and casual usage by residents. The common rooms are not particularly welcoming in their furnishings and finishes and the very few accessories to the basic furniture make the rooms feel more institutional and less home-like.

The facilitation from the staff necessary for this group of previously homeless residents to maximize the use of community spaces was, at the time of the evaluation, missing. The intentional programming necessary to define specialized activities, such as art therapy, for some of the spaces was clearly not a part of the staff’s job descriptions.

Conversely, the Adult Day Health staff work to create community among their participants through programmed activities. The social workers communicate directly with Mission Creek housing staff, which adds to their effectiveness. There is opportunity for the Adult Day Health program to expand its offerings further to create a greater sense of community between participants and the independent residents and perhaps the larger surrounding community.

Making a Home

The private apartments are very important to the formerly homeless residents, as the units provide these individuals with a sense of control over their environment and establish a boundary between their private and public lives. One resident shared with the evaluation team that when he was homeless he was lost, but having his own place and his privacy has helped him “meet needs I didn’t even know I had.” Initially, having a conversation was beyond this resident’s capabilities. He said that having the chance to have his own space allowed him to begin to take care of himself, and then gradually reach out to others. In this way, privacy actually can help foster community.

While the units are small, they can be personalized in a variety of ways. Colorfully painted niches at the apartment doors allow for personalization by individuals without compromising the aesthetic view down the corridor. The doors are recessed with special indirect lighting treatment in the alcove that lights the apartment entry door well. The view down the corridors is interrupted by floor-to-ceiling windows that visually break up the corridor length. Some residents, most likely from the Asian community as evidenced by the decor, felt comfortable leaving their shoes and plants outside the door. Doorbells are provided for each unit entry providing another small sense of spatial ownership.

An entry space is created inside the apartment by a wall that allows for a special piece of furniture and a mirror. Kitchens have a lower counter that is open below, designed to create a two-person table for dining. Although the counter is not necessarily used this way, it does provide flexibility and potentially

A typical resident common space



Leslie Moldow

added storage space while encouraging personalization. The ample size of the bathrooms encourages personalization and the room's potentially institutional appearance was, in some cases, considerably altered with art, small furniture and knickknacks of the resident. Effective soundproofing for the apartments contributes to the feeling of privacy, and the large windows in the apartment help make it appear spacious while also capturing the beautiful views. Combined, all of these features create a truly special and private realm for residents.

Regional and Cultural Design

The project incorporates the San Francisco Redevelopment Agency's aspirations and vision for Mission Bay. The assets of its prime location are celebrated, particularly its adjacency to, and views of the creek, the sunny southern exposure, the views of the city and bay, the landscaped walkway adjacent to the creek and its public amenities.

Mission Creek Senior Community not only meets the challenges of creating an inviting residential senior community but also integrates its low-income, frail users and related support facilities within the emerging neighborhood. It reinforces connections at street-level and at a city scale by using elements such as an arcade, retail frontage, entries, outdoor seating, open spaces and decks. The building is a good neighbor to nearby expensive commercial and market-rate developments.

The retail shops along Berry Street activate the street edge and provide a continuity of pedestrian-oriented uses along the project's base. Passersby experience a street facing wall created with sensitivity and regard to human scale. By incorporating a mix of uses the development contributes greatly to the neighborhood. In a conversation between the evaluation team and several neighborhood residents, it was revealed that they consider the retail development an asset, and they mentioned possible uses for the retail space that was yet unrented that they would appreciate moving into the area.

The Mission Bay Branch Library is quite visible from the street and is inviting. Located along Fourth Street and the Waterfront Promenade its highly visible public art prominently displayed at the bridge draws pedestrians into the space. On its own, the library guarantees that the development is lodged in the community's mental map of this area through a positive association. The library is well used by the neighborhood. The Mission Creek Senior Community residents use it as a place to comfortably sit and hang out, making the library an enjoyable addition to the social environments of the residents' home complete with foreign language newspapers, books and DVDs. The café also creates this kind of inexpensive, informal meeting place that is both welcoming and comfortable for residents.

Mission Creek Senior Community serves a melting pot of cultures reflective of San Francisco's diverse population and integrates them into the community. The staff hold four separate residential meetings in English, Spanish, Chinese (Mandarin and Cantonese) and Russian. The flexible and functional apartments invite residents to personalize each of them with his or her own cultural identity. Residents have immediate access to public transit to facilitate maintaining cultural ties to their churches or to shopping in a variety of areas in the city.

Environmental Therapy

In addition to ample sunlight, the abundant windows provide urban views that entertain seniors and help connect them to the larger neighborhood even if they cannot fully participate within it. David, a previously homeless resident with some health issues, said, "The second-floor lounge is spiritual to me. I can look out and see the future growing out in front of me. For someone my age, young people and growth can give you hope."

The second floor also houses the Adult Day Health program, which features healing services, including therapies and restorative care to strengthen frail seniors. The gym is well-used, particularly in the morning. The many common spaces on the second floor and throughout the residential levels encourage small acts of socializing. The decks and landscaped views into the courtyard from the common areas offer strong therapeutic connections. The design encourages outdoor use with enticing overlooks onto activities. Tai chi in the courtyard is a popular resident activity and simply walking alongside the Waterfront Promenade is another.

The use of handsome entrance materials at the ground level, well-selected art including residents' artwork in the corridors, and appropriate furnishings and color create a positive environment.

Outdoor environment

The relationship of Mission Creek Senior Community to the rail station, other convenient public transportation and retail uses, including a grocery store, fosters resident independence. Walks along the adjacent Waterfront Promenade are a part of many residents' daily life and provide opportunities for neighbors to meet. The design allows the residents to feel that they are a part of the community while still enjoying a "safe" haven within the building.

The building wraps around a large south-facing second-floor courtyard that provides spectacular views of the waterfront. This courtyard is the visual focus of the Mission Creek Senior Community. While these outdoor spaces provide wonderful views and associated amenities, they are difficult for the staff to program for community use due to their location remote from supervision. Similar to some of the common interior spaces, glare on the terraces is a problem and can be harsh to the eyes of the elderly.

The shared balcony areas located by the elevator and lounge on each floor appear to be used infrequently. A shared balcony that is located in the northeast corner overlooking a transit stop is used by the adjacent apartment residents as its location makes it as feel like a more-private balcony.

Individual patios or balconies are provided for approximately half of the residential units. These areas are well-utilized by many of the residents who create personal gardens, seating areas or places for art projects. The design of the balcony railing is especially efficient in providing the opportunity for personal expression while screening views into the apartment.

Although the large central courtyard area has the most dramatic views, it is rarely utilized except for planned, larger functions such as community barbecues. The furniture is heavy, making it sturdy and difficult to steal but also not easy to be re-arranged by residents for more intimate socialization.

The landscape design provides year-round visual interest. While waterfront planting selections are consistent with the contemporary theme of the promenade, the courtyard plant materials are reminiscent of plants that would occur in a residential context.

Quality of Workplace and Physical Plant

The staff enjoys the Mission Bay location with its convenience to shops, the library, the water, outdoor space and transportation. Workspaces in the residential portion are generous, with adequate storage and staff meeting and gathering areas. Finishes are appropriate for the project type, being attractive, reasonably low-maintenance, non-ostentatious and ecologically sensitive. Some offices have exceptionally beautiful views of the park. However, the long distance from the front administrative offices to the back administrative offices hinders efficient sharing of information and teamwork and detracts from the cohesiveness of staff.

Operator Perspective

The Adult Day Health area at Mission Creek Senior Community's precursor, Presentation Housing, was deemed cramped with its 2,800 square feet. At Mission Creek Senior Community, the same program was expanded to 7,800 square feet for a similar number of clients. Despite the increase, staff would like to have additional space for activities such as art therapy where supplies could be left out.

Day-to-day operation appeared to be running smoothly at the time of the evaluation. It is evident that staff input was given serious consideration during early stages of the project development. Staff stated that they would have preferred a maintenance shop with the capacity to perform somewhat more complicated repairs and maintenance. The staff was very positive about the design of Mission Creek Senior Community. The head of maintenance stated, "I like working here as the whole environment is amazing."

With approximately 25 percent of the residents having previously been homeless, some with mental illnesses and substance abuse, and some reluctant to socialize, one major design challenge was how to enhance security while maintaining a welcoming perception for residents and visitors alike. Much of the positive, open and cooperative atmosphere comes from management's leadership and from the multicultural staff. Given the sizable residential population, the staff's caring, high visibility and sensitivity to a variety of cultures are very important elements.

The low ratio of direct-service staff to residents works to keep costs at a minimum. Just a single licensed social worker serves the disabled elderly and supports case providers as well as working at the on-site Adult Day Health program. One full-time and one part-time resident service coordinator work with the independent population to locate needed services within the community and to organize recreational activities.

An analysis by the San Francisco Department of Public Health, who's Direct Access to Housing program placed the homeless residents at Mission Creek starting in April 2006, found that there was a high level of housing stability among the previously homeless residents, there was less substance abuse, and residents did not have expensive hospital or skilled-nursing-facility stays after moving in. A July 14, 2009 Department of Public Health report compared the cost of services at San Francisco General Hospital and Laguna Honda Hospital for the disabled elderly a year before moving in to and a year after moving in to Mission Creek. The study found the average reduction in cost following the move was approximately \$29,000 per person. The report concluded that a factor in the high level of housing stability and ultimately the cost savings "may be the high quality of architecture and beauty of the facility."

General Project Information

Project Address:

Mission Creek Community
225 Berry Street
San Francisco, CA

Project Design Team:

Architect:	HKIT Architects
Other architect:	Santos Prescott and Associates
Other architect's role:	Consulting Architect; Library Interior Architect
Interior designer:	Marie Fisher Interior Design
Landscape architect:	Antonia Bava Landscape Architects
Structural engineer:	OLMM Consulting Engineers
Mechanical engineer:	Tommy Siu & Associates
Electrical engineer:	Bhatia and Associates, Inc.
Civil engineer:	Luk and Associates
Contractor:	Cahill Contractors
Lighting consultant:	JS Nolan + Associates Lighting Design, LLC
Acoustics consultant:	Charles M. Salter Associates, Inc.
Food service consultant:	The Marshall Associates
Photographer:	Alan Karchmer Architectural Photographer

Project Status:

Completion date: March 2007

Occupancy levels:

At facility opening date:	70.7%
At date of evaluation:	70%

Resident age (yrs):

At facility opening date average: 73-76
November 2008 average: 75-78

Project Areas

Independent Living:

	Units	Total Net Area
Resident apartments/units	140	73,782
Common social areas		3,320
Administrative areas		1,111
General Support Areas		1,625
Adult Day Health (see below)		6,800
MEP Areas		3,823
Total Gross Area		173,685
Total net usable area		90,461
Overall gross/net factor (ratio of gross area/net useable area)		1.92

Adult Day Health:

New Total Net Area

Resident/Public Common Areas	2,697
Administrative Areas	1,063
Health Services Areas	840
General Support Areas	575
Staff Support Areas	75
MEP Areas	250
Total Gross Area	6,800
Total net usable area	5,500
Overall gross/net factor (ration of gross area/net useable area)	1.24

Other Areas:

New Total Net Area

Dining (daily meals served)	5,070
Public Meeting Center	3,100
Public Library	7,500
Retail Space	3,640
Nonprofit Office	2,570
Parking	12,720
Total Gross Area	34,600
Total net usable area	34,600

Overall gross/net factor (ratio of gross area/net useable area): 1.00

Site and Parking

Site Location: Urban

Site Size:

Acres: 1

Square feet: 43,560

Parking:

Total parking, all under building: 34 cars

Construction Costs

Source of Cost Data: Final construction cost as of March 2007

Soft Costs: No soft cost information was provided for this project.

Building Costs:

New construction except FF&E	\$ 34,301,450
FF&E	\$ 340,041
Floor coverings	Included in above
Window coverings	Included in above
HVAC	Included in above
Electrical	Included in above
Total building costs	\$ 34,641,491

Site Costs: \$9,146,564

Total Project Costs: \$43,788,055

Financing Sources: Taxable bond offering with cost of issuance = \$2,193,000