

Seven Directions Apartments & Native American Health Clinic

**2011 RUDY BRUNER AWARD
FOR URBAN EXCELLENCE**

Submitted by Pyatok Architects,
the East Bay Asian Local Development Corporation
and the Native American Health Center

Project Data

PROJECT DATA

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

NOTE: This sheet and a selected image will be sent to the Committee in advance.

Project Name Seven Directions Location Oakland, CA
Owner Native American Health Center, Inc. & Seven Directions Housing, LP
Project Use(s) 36 units of affordable rental housing & new medical clinic serving low-income Native American population
Project Size 81,175 square feet Total Development Cost \$36.1 million
Annual Operating Budget (if appropriate) Apartments \$244,230 Clinic: \$4,500,000
Date Initiated 2001 Percent Completed by December 1, 2010 100%
Project Completion Date (if appropriate) August 29, 2008
Attach, if you wish, a list of relevant project dates _____

Application submitted by:

Name Mike Pyatok Title Principal
Organization Pyatok Architects, Inc.
Address 1611 Telegraph Ave., Suite 200 City/State/Zip Oakland, CA 94612
Telephone (510) 465-7010 Fax () _____
E-mail mpyatok@pyatok.com Weekend Contact Number (for notification): _____

Perspective Sheets:

Organization	Name	Telephone/e-mail
Public Agencies	<u>Alameda County Health Department</u>	

Architect/Designer Pyatok Architects, Inc.; Mike Pyatok 510-465-7010 mpyatok@pyatok.com
Developer East Bay Asian Local Development Corporation; Ener Chiu; 510-287-5353; echiu@ebaldc.com
Professional Consultant Andra Lichtenstein
Community Group Native American Health Center, Inc.; Shannon Williams; 510-747-3036; shannonw@nativehealth.org

Other _____

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

- Direct Mailing Magazine Announcement Previous Selection Committee member Other (please specify)
 Professional Organization Previous RBA entrant Online Notice Bruner/Loeb Forum

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Signature  Date 12/10/10

Project At-A-Glance

PROJECT AT-A-GLANCE

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NOTE: This sheet and a selected image will be sent to the Committee in advance.

Project Name Seven Directions Apartments and Clinic

Address 2946/2950 International Boulevard City/State/ZIP Oakland, CA 94607

1. Give a brief overview of the project.

The Seven Directions Building was the product of more than seven years of collaborative planning, design, and construction by two locally prominent nonprofit organizations – the Native American Health Center (NAHC) and the East Bay Asian Local Development Corporation (EBALDC). Over the course of our working relationship, we developed a unified vision for the project that encompassed the widely different programs and services offered by both organizations. The major goals of the project were:

- * To increase the clinic's ability to provide free and low-cost medical and dental services to uninsured and under-insured neighborhood residents.
- * To provide a space that would encourage wellness among Bay Area Native Americans and draw from their rich cultural tradition as part of the healing practice.
- * To provide stable, long-term affordable housing in a neighborhood that was rapidly gentrifying and pressuring many residents to move away.

The building we created includes a 20,000 square foot community health clinic with dental and medical services, and which nearly doubles NAHC's previous patient capacity. The Seven Directions Clinic is rich with Native created and influenced art and architecture, including ritual spaces, story poles, and myriad references to nature in a thoroughly urban space. On the three upper floors, Seven Directions Apartments offers 36 peaceful apartments located around an elevated courtyard. All of the units have restricted rents and are targeted to low-income families.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

This project deserves a Rudy Bruner Award for Urban Excellence because it embodies many of the values that Mr. Bruner and Simeon Bruner prioritized and which live on through the Bruner Foundation. The Seven Directions Building is the result of a collaborate partnership between two unlikely partners – a community health clinic with no real estate experience and an affordable housing developer with no health care experience. The clinic expands access to quality health care targeted at an underserved urban Native American population. It also frees up space in NAHC's office building down the street for NAHC's growing social service programming, which includes an after-school center, athletic programs, and family counseling. The apartments above provide affordable housing which are remarkably quiet despite their location in an urban area. The residents have access to all of NAHC's services. The immediate vicinity around the building has suddenly become the focus for many families, and as a result, quality of life crimes in the neighborhood have begun to recede. Many neighbors have also begun to notice the beauty of the building, even shyly accosting residents and patients as they leave the building to ask for tours and availability of apartments. Seven Directions is a richly designed building and well deserving of your prestigious award.

Project Description

PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project?

The Seven Directions Building is the product of more than seven years of collaborative planning, design, and construction by two locally prominent nonprofit organizations – the Native American Health Center (NAHC) and the East Bay Asian Local Development Corporation (EBALDC). Over the course of our working relationship, we developed a unified vision for the project that encompassed the widely different programs and services offered by both organizations – to meet the expanded need for affordable health and housing services of the diverse low-income populations of East Oakland. The major goals of the project are:

1. Increase the clinic's ability to provide free and low-cost medical and dental services to uninsured and under-insured neighborhood residents.
2. Provide a space that would encourage wellness among Bay Area Native Americans and draw from their rich cultural tradition as part of the healing practice.
3. Provide stable, long-term affordable housing in a neighborhood that was rapidly gentrifying and pressuring many residents to move away.

The building we created to meet these goals includes a 20,000 square foot community health clinic with dental and medical services, and which nearly doubles NAHC's previous patient capacity. The Seven Directions Clinic is rich with Native created and influenced art and architecture, including ritual spaces, story poles, and myriad references to nature in a thoroughly urban space. On the three floors above the clinic, Seven Directions Apartments offers 36 peaceful apartments located around an elevated courtyard. All of the units have restricted rents and are targeted to low-income families.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve? How many people are served by the project?

This project deserves a Rudy Bruner Award for Urban Excellence because it embodies many of the values that Mr. Bruner and later Simeon Bruner prioritized and which live on through the Bruner Foundation. The Seven Directions Building is the result of a collaborate partnership between two unlikely partners – a community health clinic with no real estate experience and an affordable housing developer with no health care experience. The clinic expands access to quality health care targeted at an underserved urban Native American population. It also frees up space in NAHC's office building down the street for NAHC's growing social service programming, which includes an after-school center, athletic programs, and family counseling. The apartments above provide affordable housing which are remarkably quiet despite their location in an urban area. The residents have access to all of NAHC's services. The immediate vicinity around the building has suddenly become the focus for many families, and as a result, quality of life crimes in the neighborhood have begun to recede. Many neighbors have also begun to notice the beauty of the building, even shyly accosting residents and patients as they leave the building to ask for tours and availability of apartments. Seven Directions is a richly designed building and well deserving of your prestigious award.

3. Describe the key elements of the development process, including community participation where appropriate.

Key elements of the development process included the entitlements phase, which brought various parties together, including NAHC staff and clientele, and neighbors with concerns about affordable housing. The clinic and housing were designed in a series of participatory design workshops over the course of 2 months utilizing 3-dimensional modeling kits. Approximately 40 members of the Native American community focused on site planning and massing issues: how to distribute all of the program ingredients on the site, taking into account solar access and open space, image on the street and functional relationships. They used modeling kits at 1"=20' and inserted their various solutions into a larger neighborhood model to discuss the relative value of each scheme. In two subsequent workshops, the teams focused on how to organize and distribute the functions of the clinic and its courtyard. In these workshops, the role of art and culture became an important subject in relation to health, healing and the role of the community in contributing to an individual's health. The participants chose a solution that made the central courtyard – with its 'talking circle' and waterfall – the heart of the clinic. The teams then focused on the design of the housing, the mix of units and the layout of various apartment types, at ½"=1'. These doll-house sized models allowed the teams to discuss the every day needs of families in 2-, 3- and 4-bedroom apartments and how to organize the ingredients to be functional, in spite of their small sizes. Neighbors were consulted on setbacks and location of courtyards and windows to maximize their privacy and to blend the massing of Seven Directions with the existing neighborhood.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

The parcel on which the Seven Directions Apartments and Clinic were constructed was subdivided into two land and air-rights parcels. Thus, the building is actually legally two separate buildings which share some common systems. The two buildings have separate financing. The Apartments received \$4.5M from the City of Oakland, \$2.9M from the California Department of Housing and Community Development, \$9.7M in construction and permanent financing from the California Housing Finance Agency, and approximately \$6.8M in tax credit equity from MMA Financial. Additionally the project received small grants from Bank of the West and Project Based Vouchers from the Oakland Housing Authority. The total development cost of the housing is approximately \$24.1M or \$445 per square foot.

Long term financing for NAHC's portion of the Seven Directions project was secured through a \$10 million New Markets Tax Credits (NMTC) loan insured by the State of California's Cal Mortgage program (a division of the Office of Statewide Health Planning & Development). The NMTC allocation for the project came from NCB Capital Impact with additional credits supplied by Opportunity Fund, Northern California. NMTC investors also included US Bank and General Board of Pension and Health Benefits of The United Methodist Church. Short term, bridge loans covering predevelopment costs for the clinic were obtained from LISC (\$400,000) and Catholic HealthCare West (\$750,000). Construction of the health center was also supported by a \$2 million capital campaign and by NAHC's own funds.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

The Seven Directions building addresses several major urban issues: affordable housing, lack of affordable medical services, and smart-growth infill development. A needs assessment performed by NAHC in 2001 determined that their clients were increasingly unable to afford rents in the neighborhood. NAHC partnered with EBALDC to identify sites in the immediate neighborhood that would be large enough to accommodate a new clinic as well as affordable rental housing. The final design includes 36 apartments for households earning between \$10,000 and \$64,000 a year, helping to make a small dent in the Bay Area's expensive housing market. The Clinic downstairs offers high quality, free and low-cost medical services to neighborhood residents who may be uninsured or under-insured. As stated above, Seven Directions doubles the service capacity of NAHC in Oakland. With the economy shrinking and employers cutting back on medical benefits, these services will be important to more middle-income, under-insured employees. These services are accessible because the clinic is located in a very dense, urban neighborhood that is well served by bus and rail. International Boulevard is the main east-west arterial in Oakland, and is served by six local bus lines and is located six blocks away from a BART Station (regional serving rail transit).

This model of mixed use building containing clinic and housing uses is already being replicated. Another nonprofit developer developed a similar type of building south of San Francisco, and used Seven Directions' entitlements strategy and legal documents as a template. EBALDC was also approached by another local medical nonprofit to build a similar type of building in Pittsburg, California.

Perspectives

COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or who represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Martin Waukazoo	Title	CEO
Organization	Native American Health Center	Telephone	(510) 747-3030
Address	3124 International Blvd.	City/State/ZIP	Oakland, CA 94601
Fax	(510) 748-0116	E-mail	MartinW@nativehealth.org

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Signature	Martin Waukazoo	Date	December 6, 2010
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Digitally signed by Martin Waukazoo
DN: cn=Martin Waukazoo, o=Native American Health Center, ou,
email=MartinW@nativehealth.org, c=US
Date: 2010.12.06 10:22:45 -0800

1. How did you, or the organization you represent, become involved in this project? What role did you play?

NAHC was established in San Francisco in 1972 to meet the healthcare needs of one of the largest populations of American Indians in the country. In the 1980s, many Native families moved to the East Bay. NAHC established its first clinic in Oakland just one block from our new Seven Directions clinic. We inhabited an old office building, and had to make do with a space that was not intended to be a medical clinic. Some rooms were too small and most of the space was awkwardly configured. After more than 20 years of providing services in Oakland's Fruitvale neighborhood, Martin Waukazoo, CEO, determined that NAHC needed a space that could accommodate its growing constituency. NAHC conducted a number of focus groups to determine what services could be housed in the new clinic. The focus groups brought to light an unaddressed issue because the participants were not only concerned about healthcare, but also about the lack of affordable housing. Martin sought out Lynette Lee, Executive Director of the East Bay Asian Local Development Corp. to partner in creating a facility that would address both the growing healthcare and affordable housing needs of the community.

2. From the community's point of view, what were the major issues concerning this project?

NAHC's board and administration wanted to ensure that the Seven Directions facility would truly be a Native American building and that its design should reflect Native mythology, culture and art. Payatok architects brought in a Native consulting architect from Arizona to advise on some of the cultural components and the symbolism that can be found throughout the building. These artistic flourishes include the striking color scheme, the materials used, and the focus on curves and circles throughout the building. During the construction process NAHC convened a Cultural Committee to make decisions on the use of Native art, imagery and cultural components. From our staff and clients' perspectives, it was also important that the new facility be designed to function as an actual clinic. The office space that NAHC had previously occupied was never intended to serve as a medical facility and its layout was very inefficient for the needs of the clinic and its patients. To help meet this goal, Payatok architects agreed to work with SGPA, another architecture firm with significant experience in designing medical facilities. SGPA was familiar with the building and licensing codes particular to community clinics and ensured that the facility would not only be beautiful but also as functional as possible.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

3. Has this project made the community a better place to live or work? If so, how?

The new facility has made our community a better place in so many different ways. Staff morale has improved dramatically since moving into the new clinic. There is a sense of pride in working in a beautiful, new, state-of-the-art medical facility. In the first few months NAHC occupied the clinic our staff would bring their families to see the facility and really take a sense of ownership in the project. Our clients are very surprised when they walk in the facility for the first time because it is such a different atmosphere compared to the previous clinic space. There have also been several positive impacts that NAHC did not even anticipate during the planning process. Staff have stated that they love the new building because it has created a greater sense of community amongst NAHC employees. In the previous facility, staff working in different departments had little opportunity for interaction with one another because the space was divided into so many floors with lots of small offices and the departments were very segregated. At the Seven Directions facility, the clinic is centralized on one floor with a lot of open space that allows staff an opportunity to integrate and work with each other on a daily basis. Staff also has one large lounge space so that they can relax together during lunches and breaks. Because of this, staff really talk to each other much more and are able to meet new employees more quickly - it has really woken up a sense of community among NAHC staff.

The new clinic has also doubled the capacity to see patients. We are now able to serve many more medical and dental patients each day in a more comfortable and healing environment. The increased capacity has also allowed NAHC to offer services that previously were unavailable, such as pediatrics and triage care. These are services that NAHC wanted to provide in the past but there was never space available. Because of the layout of the new clinic, it was very easy to incorporate these new services into our current system of care.

Having the new facility has also allowed our other programs to grow into space that was previously filled with medical equipment. Although the old facility was not efficient for a medical clinic, the small offices now vacated by medical and dental staff are a perfect fit for counseling and many of our other services. Our patients have definitely noticed the change and we receive a lot of positive feedback about the new space.

4. Would you change anything about this project or the development process you went through?

If NAHC could change anything about the project, we would have wanted an even more clinic space and a larger courtyard. When entering the project, NAHC was conservative on space size to ensure that the facility would be manageable and not too monstrous for our staff or patients. Later in the development process it became clear that not only would NAHC need the 20,000 square feet of clinic space, but that even more space would be desirable. EBALDC attempted to purchase two parcels next to the Seven Directions facility, but ultimately was not successful in acquiring the additional property needed to make a larger space. This meant that some programs that would have been an appropriate fit for the new space, like our WIC (Women, Infants & Children) department, had to remain behind in the previous facility. It would have increased the opportunity for community-building among the staff, as mentioned earlier. The extra courtyard space also would have made it possible to have larger community gatherings than what we can currently accommodate.

NAHC staff also didn't realize how challenging real estate development would be and how much of our own resources would have to go into the building. Also, we were not familiar with development financing, so we had to rely very heavily on our consultant, Andra Lichtenstein for financial advice, just as we had to rely on our SGPA consultant for design and construction input. NAHC could have benefited by allocating more staff time to learning about development and attend development-related trainings and workshops, rather than relying so heavily upon our consultants. However, development is not the core mission of NAHC, as we are first and foremost a community health center. In future projects, we realize how important it will be to have strong relationships with our consultants and partners we can trust like EBALDC.

PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by a staff representative of a public agency directly involved in the financing, design review, or public approvals that affected this project.

Name	Alex Briscoe	Title	Agency Director
Organization	Alameda County Health Care Services Agency	Telephone	(510) 618-3453
Address	1000 San Leandro Blvd.	City/State/ZIP	San Leandro, CA 94577
Fax	(510) 351-1367	E-mail	alex.briscoe@acgov.org

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Signature		Date	December 8, 2010
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Alameda County Health Care Services Agency has always provided support to the community health centers in Alameda County, including the Native American Health Center. The County of Alameda's Health Care Services did not play a direct role in the development of this project. The Health Care Services provides continuous financial support to the community clinics by making capital grants available, such as Measure A funding. Native American Health Center has been a recipient of this grant for the past several years.

Alameda County's Health Care Services Agency did not make any requirements on the Seven Directions project. We are supportive and excited that the completion of this beautiful mixed-use facility has benefited our communities by providing increased health care services as well as affordable housing.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

NAHC has built a successful array of programs serving health and wellness needs across all age groups. NAHC medical and wellness programs have three broad purposes that benefit our city. Firstly, they deliver culturally appropriate, best practices medical, dental, mental health, and wellness/preventive services to the approximately 80,000 Native Americans living in the five-county Bay Area. Secondly, they provide safety net health and wellness services to the growing number of Bay Area residents who have no access to mainstream health care services because they are low-income, uninsured, and under-insured. Lastly, they address the special health problems of Native Americans. When proposed and funded, the primary intended benefits were to have the medical, dental, and administrative groups relocated from cramped and noncontiguous spaces in an old multi-level facility into an all new integrated modern Health Center, thus increasing access and services capacity as well as providing a vastly improved experience for both staff and patients.

Fortunately, Alameda County and the co-developers, NAHC and EBALDC, did not set up any tradeoffs or compromises. The NAHC does have contracts with Alameda County to provide mental health and substance abuse counseling to the residents of Alameda County that did not affect the construction of this project.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on your city. Please be as specific as possible.

Native American Health Center, located in the diversely populated City of Oakland, provides a safety net of health services which are open to all in need. The NAHC clinic also benefits thousands of uninsured, underinsured and low-income residents. NAHC has been able to double the medical and dental programs at great benefit to the Fruitvale and neighboring communities. This includes the addition of new pediatric and triage care services. Also, increased complimentary programs have taken hold in the vacated original facilities.

East Bay Asian Local Development Corporation provides family affordable housing to the residents of Oakland. The Seven Directions mixed-use facility provides 36 units of family affordable housing for the residents of Oakland. EBALDC is dedicated to empowering diverse low-income individuals, families, businesses, and community organizations by mobilizing resources and facilitating collaborations. With the partnership of these two organizations, the Seven Directions mixed-use facility has made a dynamic impact on the City of Oakland.

Along with the beautiful architectural design of the building, the Seven Directions now stands out along the busy street of International Boulevard. This building will help to bring more awareness to the diversity of the Fruitvale neighborhood along with the City of Oakland. With the Native American cultural artwork included, this building will make its presence known in Oakland. There is no other building similar to the Seven Directions building in the City of Oakland.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The new partnership is established between East Bay Asian Local Development Corporation and Native American Health Center. We hope other nonprofit organizations continue to develop partnerships similar to this co-development of a mixed-use facility.

Alameda County will continue to support the community health centers and their objective to develop their health care services in the community. Native American Health Center and the East Bay Asian Local Development Corporation have accomplished a project that has set a new standard for other non-profits.

5. What do you consider to be the most and least successful aspects of this project?

The new Seven Directions health center facility is part of a mixed-use project that combines health care with affordable housing. Located in Oakland's dynamic Fruitvale neighborhood, the health center serves Oakland's Native Americans and other minority populations with culturally sensitive and appropriate care through integrated medical, dental, and mental health services. NAHC's community health clinic occupies the bottom two floors of the development, while the upper three floors provide the densely populated neighborhood with 36 new units of affordable family housing separately developed and financed by East Bay Asian Local Development Corporation (EBALDC), an experienced nonprofit housing developer also based in Oakland.

One of the most outstanding and successful aspects is the incorporation of all the Native American themes and artwork that was included in the embellishment of the building. This building provides the Native Americans of the Bay Area a special place that they regularly utilize for ceremonial purposes with their outside circular ceremonial seating space. With the basket design tile design at the top of the building as well as the sculptural feather "marquis", Native Americans and the community know this building represents the Native Americans.

DEVELOPER PERSPECTIVE

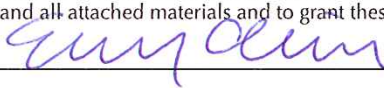
Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Ener Chiu	Title	Project Manager
Organization	East Bay Asian Local Development Corporation	Telephone (510)	287-5353 x338
Address	310 - 8th Street, #200	City/State/ZIP	Oakland, CA 94607
Fax (510)	763-4143	E-mail	echiu@ebaldc.org

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Signature



Date

12/8/10

1. What role did you or your company play in the development of this project? Describe the scope of involvement.

East Bay Asian Local Development Corporation (EBALDC) was incorporated in 1975 and to date, has developed more than 1,400 units of affordable rental housing, and more than 250,000 square feet of commercial space in Oakland, California. EBALDC was approached by Native American Health Center (NAHC) in 2001 to be the master developer for this mixed-use project after NAHC determined that their constituents needed affordable housing as well as medical services. EBALDC secured the acquisition loan to purchase the 0.6 acre site on a busy arterial in an extraordinarily dynamic, but rapidly gentrifying neighborhood.

With the assistance of Pyatok Architects, EBALDC navigated the complicated entitlements process and created an air-rights subdivision, a process that was relatively new in Oakland eight years ago, but now enjoys increased popularity in mixed-use developments in urban areas. Legally then, the Seven Directions building is actually two real estate parcels, and two buildings, though from the street it appears to be a completely integrated entity.

EBALDC successfully applied for all of the funding associated with the residential development: local redevelopment financing, tax credit equity, a construction loan, and permanent financing were all lined up. EBALDC also retained and oversaw the work of Oliver & Company, a highly qualified general contractor with experience building in urban infill spaces. Through a tightly and cohesively managed construction period, the development team brought the project on time, and nearly \$500,000 under budget.

2. What trade-offs or compromises were required during the development of the project?

The first tradeoff was accepting the limited size of the building. EBALDC had made attempts to purchase two adjacent parcels, which would have increased the size of the building and afforded the project better economies of scale. However land speculation in the neighborhood was rampant at the time, and an outside investor swooped in the day before we were to sign the purchase contract, and bought the land from under us. In the end, EBALDC accepted the higher per-unit operating costs because our tenants would benefit from the proximity to the clinic. NAHC's ability to provide social and medical service to our tenants, freed up EBALDC's social service budget.

Another tradeoff was stemmed from our location next to an historic nationally registered Cohen-Bray (CB) mansion. The CB board was concerned about the perceived adverse effects of affordable housing located next to their house, and our building's modern design somehow diminishing the historic value of their home. In deference to this concern, the rear of our building that abuts their property was designed in a more traditional manner, with the massing stepping down, pitched roofs and lap siding, rather than the stucco front facing International Boulevard. We also reduced the height at the back of the building in order to ensure adequate lighting to the neighbor's property.

As a result of these two constraints, the design of the building had to incorporate an extraordinary amount of creativity in deciding how to split the two uses on such a small site. Pyatok's design is remarkable because of the way it blends two unrelated uses (housing and medical), and two architectural styles (neighborhood low-rise residential and high-rise institutional) in a graceful and coherent manner. It truly is a building that must be seen to be believed.

DEVELOPER PERSPECTIVE (CONT'D)

3. How was the project financed? What, if any, innovative means of financing were used?

The housing and clinic portions of the building received separate financing.

EBALDC layered and secured several types of below-market financing for Seven Directions Apartments:

CA Housing Finance Agency construction loan:	\$8,750,000
CA Housing Finance Agency tax exempt bond:	\$1,340,000
CA Multifamily Housing Program funds:	\$2,852,696
Oakland Redevelopment Agency/HOME funds:	\$4,505,600
Federal Low Income Housing Tax Credit Equity:	\$6,824,380

Oakland Housing Authority also provided the project with 18 Project Based Section 8 Vouchers. Of these vouchers, 9 were set aside for households who had at least one member with a disability.

The Seven Directions Clinic financing used a number of creative sources not typical to housing finance. Long term financing for NAHC's portion of the Seven Directions project was secured through a \$10 million New Markets Tax Credits (NMTC) loan insured by the State of California's Cal Mortgage program (a division of the Office of Statewide Health Planning & Development). Cal Mortgage loan insurance is generally used to insure tax exempt bond financings, but in this unique case, Cal Mortgage insured a NMTC loan which allowed the loan to mature over 25 years. This blend of resources avoided a balloon payment and interest rate risk at the end of the 7 year NMTC term. The hybrid loan carried interest-only payments for the first 7 years and became fully amortizing over the remaining 18 years. The NMTC allocation for the project came from NCB Capital Impact with additional credits supplied by Opportunity Fund of Northern California. NMTC investors also included US Bank and General Board of Pension and Health Benefits of The United Methodist Church. Short term, bridge loans covering predevelopment costs for the clinic were obtained from Local Initiatives Support Corporation (\$400,000) and Catholic HealthCare West (\$750,000). Construction of the health center was also supported by a \$2 million capital campaign and by NAHC's own funds.

4. What do you consider to be the most and least successful aspects of the project?

By far, the most successful aspect of the project is the way in which the building was created – the collaboration of two nonprofits with very different missions that traditionally served different constituents. Both organizations learned important lessons over the course of the project – how difficult partnerships can be, but also how partners with such different skills can bring different strengths to the process and create a holistic product. EBALDC brought technical expertise, an ability to raise development capital, and the tenacity to never accept perceived limits. NAHC brought unrivaled community support, local neighborhood credibility, and an abiding commitment to serve its constituents with first-class cultural and healing experience. NAHC should be commended for adamantly insisting that such a high level of art permeate the entire space.

Of course, none of this is easy or cheap to do – the constraints and the creativity required to overcome those obstacles added significant costs to the project. Indeed, the biggest challenge in creating the building was its high development cost. The design cost for this building was nearly twice the average per-unit cost of most of EBALDC's other developments. The construction was also slightly more expensive, in part because of the three floors of concrete – there was a period of time when it appeared that we could not proceed because of a \$1.3 million dollar construction budget gap. We were only able to overcome this by negotiating more space for residential units at the expense of the clinic, and going into the construction phase with a smaller hard cost contingency percentage than we had originally budgeted. All of the setbacks, all of the design solutions, and all of the cultural components came with a monetary cost. We have learned our lessons and achieved a beautifully unique building, but we must make the next project more cost-effective.

PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a professional who worked as a consultant on the project providing services other than physical design or planning (e.g., legal services).

Name	Andra Lichtenstein	Title	Principal
Organization	Capital Incubator	Telephone	(510) 526-2852
Address	1614 Posen Avenue	City/State/ZIP	Berkeley, CA 94707
Fax	(510) 526-5634	E-mail	andra@capitalincubator.org

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Signature	Date	12/06/10
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1. What role did you or your organization play in the development of this project?

Capital Incubator provided technical assistance for all aspects of the health center capital project including:

1. Acquisition of long term New Markets Tax Credit financing and Cal Mortgage Loan Insurance;
2. Acquisition of short term, bridge financing
3. Capital campaign planning and support to campaign counsel and staff;
4. Assistance in defining the parameters of the collaborative relationship with the housing developer (EBALDC) including the legal and organizational structure for the development;
5. Creation and management of the health center project budget;
6. Education of management and Board;
7. Project oversight through the construction period.

2. Describe the project's impact on its community. Please be as specific as possible.

Native American Health Center (NAHC) is different from most health centers in that it not only provides medical, dental and mental health services but it also serves as a community center for Native Americans living in the Bay Area, particularly in the East Bay. As well as providing high quality health and social services NAHC also offers youth programs, job training, drug and alcohol counseling, a fitness center and healing practices that are culturally specific and appropriate.

Native Americans were relocated from reservations to urban communities where they were dispersed and separated from familiar cultural and social support. From its inception NAHC has been a gathering place for the native community, but until the completion of the Seven Directions building, there was no place to physically gather, and events were held in other locations. The new building is welcoming for gatherings both large and small and it includes many familiar cultural aspects (water wall, story pole, totem poles, medicine wheel, natural wood, stone and clay surfaces) as well as a central healing circle with access to the ground and circular seating. The new health center is a healing place, not just for the body but also for the spirit.

NAHC is one of a very few native organizations to own its own land and building. This is particularly important to a people whose land and culture have historically been taken from them.

3. How might this project be instructive to others in your profession?

Capital Incubator has developed a particular expertise in the development of facilities projects like Seven Directions that combine a health center with affordable housing. Affordable housing developers sometimes assume that a health center is similar to general commercial space in a mixed-use building and often proceed with their own plan to finance and develop the health services space. While they may understand that clinical spaces will require adherence to specific health codes, they assume that their architects will address these issues in the design. Such an approach may not be cost effective or beneficial to the health services provider and affordable housing developers would be wise to bring on separate and experienced health center developers or professionals to arrange for the design, financing and fund raising for the health services portion of a mixed use building.

For example:

*Design: Architectural firms that do not generally design clinics may over-design for fear they will not meet health codes, not understanding that health centers have their own less-restrictive codes. Hiring a firm with health care experience that is hospital-based may not help since they will more than likely use boilerplate software systems. Even with modifications the software may automatically drop in expensive and uncalled for designs and materials.

*Financing: Health centers have access to sources of long term financing that are not available to housing developers. A housing developer may try to finance the commercial health center space with a bank loan not realizing that the health center may be eligible for tax exempt bond financing or other low-interest options only available to health providers.

On the other hand, a health center is not in the business of project management for pre-development and construction activities, and they can benefit from a partnership with a housing developer who assumes a master developer role, keeping in mind the above caveats. In all such partnerships, each organization should be considered an equal partner and an MOU that outlines expectations and responsibilities should be adhered to.

4. What do you consider to be the most and least successful aspects of this project?

The project was overwhelmingly successful, but I would consider the productive collaboration between the housing developer and the clinic one of the most successful aspects, particularly in that it gave the health center autonomy as well as experience they can draw on for future projects. Also of note are the integration of the cultural aspects and the unique architectural design which have provided both the native community and the Oakland neighborhood with an exceptionally beautiful as well as utilitarian building.

Because the project took much longer than anticipated to develop and construction costs increased substantially from what was first projected, the overall project cost was a negative for the organizations. For the health center, this resulted in the need to use more organizational equity than had been anticipated because both the amount borrowed and the amount raised through the capital campaign could not be feasibly increased.

ARCHITECT OR DESIGNER PERSPECTIVE

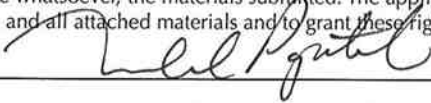
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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services.

Name	Mike Pyatok	Title	Principal
Organization	Pyatok Architects, Inc.	Telephone (510)	465-7010
Address	1611 Telegraph Avenue, Suite 200	City/State/ZIP	Oakland, CA 94612
Fax ()		E-mail	mpyatok@pyatok.com

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Signature



Date 12/10/10

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

SEE ATTACHED SHEETS

2. Describe the most important social and programmatic functions of the design.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

4. Describe the ways in which the design relates to its urban context.

1. Describe the design concept, urban design, materials, etc.

Located on International Boulevard, a busy street with 30,000 daily vehicles including many bus lines, this mixed-use development of housing above a medical and dental clinic gave the Native American community an excellent, first-time opportunity to express its presence in Oakland. It was designed through a series of participatory design workshops, with about 40 members of the Native American community in addition to staff from the Native American Health Center. Positioned within an active retail corridor serving the minority communities of East Oakland, it is opposite a main retail outlet for Goodwill Industries, is a half block from a new elementary school, and just four blocks from a BART station. The ground floor activates the boulevard with a medical and dental clinic/community center, a housing lobby and an entry to a ground-level garage. The housing above contains 36 dwellings, whose variety is directly expressed on the outside with activated stucco forms and decks reminiscent of Anasazi settlements. These stucco shapes are highlighted by recessed planes sheathed with cement board siding. Since the boulevard is a State highway, no bays are allowed over the right-of-way, so articulation is achieved by carving back into the mass. The U-shaped residential building has a southeast-facing court above the clinic, with a taller 4-story mass located along the boulevard, while a lower 2-story mass relates respectfully to the rear garden of a neighboring nationally-registered, Victorian mansion. The 2-story clinic below is also U-shaped, forming its own southeast-facing courtyard. In this courtyard is a central feature of the clinic—a 'talking circle', modeled after kivas in Southwest pueblos, since community dialogue and collective self-awareness are at the core of a healthy community.

Oriented on the north-south axis, a steel eagle's 'feather' rises up the face of the building, and will soon contain 7 prisms which gradually cast seven rainbows across the façade as the sun moves past noon. A two-story column at the entry is covered with a mosaic portraying seven Native American myths about life and the afterlife. The crown is topped with basket weave patterns executed in tile, and a 25'-high window in front of the stair to the residential levels contains four important colors recurring among many Native American tribes: red, yellow, black and white. The scoring of the sidewalk is along the east-west axis, reminding people of the locations of the rising and setting sun.

2. Describe the most important social and programmatic functions of the design.

Named by NAHC's board chair, a member of the Lakota tribe, Seven Directions refers to the four cardinal directions, along with the heavens above, earth below, and the way to the inner self. The journey to true physical and mental health requires all seven paths to understand the world around us, both scientifically and spiritually. Hence, the clinic fuses Western medicine with traditional Native American beliefs. Circles have sacred meaning to many indigenous tribes of North America. So there are seven circles in the clinic: 1) the medicine wheel at the base of the exterior steel feather; 2) the medicine wheel inscribed on the floor of the entry; 3,4,5) the three waiting room 'drums' on the second floor; 6) the 'talking circle' in the courtyard; 7) a window in the corridor outside of the housing's community room that overlooks the clinic lobby. While the clinic serves medical and dental purposes, it is also a community center for gatherings, community organizing, and festivals celebrated not only by the Native American community, but also the Latino-, African-, and Asian-American communities of East Oakland. The 2-story clinic lobby can be used as a gathering space, which can expand into an adjacent meeting room with an overhead glass garage door. A landing on the main stair can function as a speaker's podium overlooking the lobby. Under the stair to the clinic

is a contemplative 'cave', painted like the night sky, for individuals or small groups to find a peaceful retreat from their daily routines or to engage in quiet conversation.

Upon entry, people can see straight back to the clinic's courtyard. At the east end of the courtyard is a wall of stones from California's Sierras. Water trickles down its face, feeding native plants, and providing a peaceful respite from the urban bustle outside. On its south edge is a Redwood, a signature California species, which will grow to the building's height in a decade, and along the south wall is a cluster of Aspens that will mark seasonal changes. It was important for this courtyard to be planted on Mother Earth, and not on a podium, so that all ceremonial dances were firmly supported on sacred ground.

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

There were several challenges and trade-offs that shaped this project. 1) The development had many programmatic ingredients (81,000 sf) to fit onto a mere 2/3rds of acre with no below-grade construction. The owner of the adjacent parcel containing the vacant International Pancake House wanted an extremely high price for the land, forcing the development to use only its present site. 2) The garage had to be located on grade to meet the budget, so it competed for space on the ground floor and forced the clinic to be two stories. 3) The clinic's courtyard had to be located on real ground and not on a podium for traditional ceremonial reasons, further reducing the available ground-floor footprint. 4) The residents in the neighboring national landmark Victorian to the east, descendants of the original Cohn-Bray family, felt strongly that this building should step back from their rear yard to reduce shadow impacts and preserve privacy. This forced a 10% reduction in the number of dwellings from 40 to 36 and forced 4 units to drop to the second floor along the boulevard, eliminating 5000 sf from the clinic which was dedicated to the Woman-Infants-Children (WIC) program. 5) The owners of the neighboring 8-unit garden apartment complex to the north also wanted a reduction in shadow impacts, forcing three units to be relocated to the south side of the residential courtyard, which originally was to be fully open to the clinic courtyard below.

4. Describe the ways in which the design relates to its urban context.

The front façade presents a strong, 'street wall' along International Boulevard, and is designed to assert the presence of the Native American community in Oakland as noted above. Its colors relate to the color palette that has been emerging in the area, which was initiated by a charter school (converted bank) diagonally opposite the site to its south that was designed by Pyatok Architects ten years ago. Since then, the neighboring furniture store, corner retail, and new elementary school have related to that color palette, so Seven Directions reinforces the district.

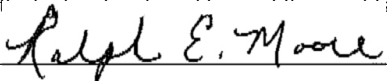
The south face of the building, built to the property line, assumes that in the future, neighboring new buildings will also be built to their property lines. In the interim, while these side walls are exposed to view, they are sculpted to have a strong profile reminiscent of southwest pueblo forms. The east façade faces the rear yard of the landmark Victorian and has quieter, more traditional forms sheathed with lap siding and neutral colors, with hipped roofs reminiscent of the backsides of Victorians. Finally, the massing on the north side overlooking an 8-unit garden apartment complex, also steps to reduce its shadow impact and its vocabulary of siding and hipped roofs matches the more traditional residential vocabulary in the neighborhood.

OTHER PERSPECTIVE

Please answer questions in space provided. Answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name	Ralph Moore	Title	
Organization		Telephone (510) 689-6982
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Fax ()		E-mail	

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Signature  Date 12/6/2010

1. What role did you play in the development of this project?

*The responses to all questions in the Other Perspective section of the application is derived from a phone interview, during which Mr. Ralph Moore, a tenant at Seven Directions Apartments, answered the questions included this form. Mr. Moore gave verbal consent on Monday, December 6, at 1:54 PM that the following content be used for this application.

I was not involved in the development of the project. I have been a tenant since September 5, 2008, which was the day they opened the doors. Before the construction was complete, I took a tour of the place. I thought it was a beautiful building then, and I still think it is a beautiful building. It is also in the perfect location and is really convenient.

While it was still being built, I found out about [Seven Directions] through the Oakland Housing Authority. I applied through a lottery process and my application was selected.

Before moving in, I didn't have my own place. My son and I were staying with a friend.

2. Describe the impact that this project has had on the your community. Please be as specific as possible.

[Seven Directions] has made a very positive impact. The first is the location - it's a perfect location. We are near schools, transportation, grocery stores, and almost everything you would need - even the furniture store next door. Before living here, I was not living in the neighborhood, so I am not sure what was here before the building was built. But, from what I hear, the building has improved the street, the block.

Another aspect of the building is the Native American Health Center location downstairs. I am a patient there now, which is much easier than going all the way across town to go to the doctor's. I am loving the services of Native American Health Center. They are friendly, professional, and really care about the patient.

My son, Raimon, is also very happy with the apartment. He has his own room, which he didn't have before. It's also very convenient for him, since he is 18 and doesn't have a car. The bus stop is right there and he can walk a couple blocks to catch the BART.

OTHER PERSPECTIVE (CONT'D)

3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

N/A

4. What do you consider to be the the most and least successful aspects of this project?

The most successful aspect of the project would be the staff and the organization managing the property, EBALDC. The staff on site is very responsive and friendly. The facilities are built well, well-maintained, and clean. I have good neighbors; they are very pleasant.

As for the building, I think I am on the best floor: the 3rd floor. The laundry room is right next door, and I have my own balcony that faces International Boulevard, so we have a nice view. I really enjoy the balcony and looking out at the view. I can even see San Francisco from my window. There is also a beautiful courtyard on my floor, where we get sunlight and can walk around.

The building, especially the medical facilities downstairs have features that are in the Native American tradition. I was here for the opening ceremony, which was beautiful. I learn history and culture from the building, and I really enjoy history, so I really like all of those features. The Native American community really cares about the surrounding community and the environment, and that's a plus.

I would say the only thing I don't like is that the parking stalls are a bit too small, and not everyone drives a small car to fit the stalls. That is the only thing I can name.

SUPPLEMENTARY DESCRIPTIONS

- Developer Magazine, Summer 2007
“Site Lines: Ten Great Land Plans Show What It Takes to Make A Neighborhood Work”
- Grand Opening Celebration Poster
- EBALDC’s Newsletter, Summer 2007
- Architexture, January 2009
“Built On Tribal Wisdom”



site LINES

Ten great land plans
show what it takes
to make a
neighborhood work.

Square one: It's the point from which everything begins. It's the starting line, the drawing board, the preface, the foundation. For developers, square one is the land plan.

Answering the what, where, and why, these plans map out the fabric of every single development. They are the driving force that propels a project to completion or stops it dead in its tracks.

With the challenges of a slow housing market, dwindling space, and environmental constraints, great plans aim to create customized communities in difficult places. Their designs change our perceptions and

habits and get developers to utilize spaces in new and better ways. Standing out or blending in, they outline unique developments with distinctive styles.

Trends toward more green, mixed-use, and pedestrian-friendly developments leave ample room for creative planning possibilities all across the country in every environment. Because great land plans do more than plot; they provide a sense of place.

So whether it's working on prairies or parking lots, next to landmarks or eight-lane highways, these 10 great land plans make it work in more ways than one.

BY MALORIE R. MEDELLIN



Full Circle

Infill project combines culture, care, affordability.

Developments founded within a framework of cultural tradition can often yield intricate and thoughtful results. These types of plans provide a practical use as well as an identity for a group, community, or city, and the Seven Directions Health Center in Oakland, Calif., is no exception.

The end result of a joint venture between two nonprofits, the East Bay Asian Local Development Corp. (EBALDC) and the Native American Health Center, Seven Directions has proven to be a unique mixed-use endeavor.

"It's like putting housing over a hospital," says David Dologite, director of real estate development for EBALDC. The extensive health clinic—which includes dental and medical exam rooms, a full lab, and data center—

also integrates low-income housing units. While the first floor is clinical, the second floor is split between the health center and residences. "It's not your standard mixed-use," Dologite says.

The building's location—overlooking the backyard of a federally protected national landmark, a three-story 19th-century Victorian mansion—also had an effect. Planners relocated residences from the back of the center to the front to provide more privacy. The entire development also had to be pushed back in order to preserve light corridors considered historically significant to the mansion.

The location issues and the complex use of the site combined with Native American cultural specifications defined the land plan for Pyatok. For instance, a talking circle, consid-

ered an important health element, plays an essential role for various ceremonies in the circular courtyard on the first floor. Entrances to the circle had to come from the east, the direction of the rising sun, and the floor had to be on the ground level so that it had a connection with the earth.

Pyatok worked hard to incorporate Native American influences in every aspect of the design in an effort to maintain the cultural foundation of the project—that even included parking issues. Planners opted for a podium instead of an underground structure because it would have violated ritual requirements.



SEVEN DIRECTIONS HEALTH CENTER

NAME: Seven Directions Health Center

WHERE: Oakland, Calif.

SIZE: Two-thirds of an acre
2,500 square feet of clinical and cultural space

UNITS: 38 residential

PLANNER: Pyatok Architects, Oakland

DEVELOPERS: East Bay Asian Local Development Corp. (EBALDC), Oakland; Native American Health Center, Oakland

VALUE: \$17 million

STAGE: Under construction

THE DREAM BECOMES A REALITY...

The Seven Directions Facility was a dream born of the Bay Area urban American Indian community. In 2001, a needs assessment was performed asking community members what services they would most like to see improved. An overwhelming amount responded that housing is a large concern. Since Native American Health Center is not an expert in housing, we sought out the services of East Bay Asian Local Development Corporation. They agreed to participate in the project and the end result is a mixed-use facility that includes a state-of-the-art medical and dental clinic, 35 units of affordable family and low-income housing, and an outdoor community ceremonial space.

This building is an entirely American Indian facility from head to toe. It includes important cultural aspects such as an earthen ceremonial space in the courtyard, two totem poles, a mosaic story pole, a waterwall, a conceptual art marquee, a stained concrete medicine wheel, and more. The only building of its kind in Alameda County, it stands a legacy and a tribute to the many individuals and families from diverse tribal backgrounds who make up our urban American Indian community.

If you would like to financially support this project, please contact D'Shane Barnett at (510) 747-3030 or at DShaneB@nativehealth.org.

The names of donors who contribute \$1,000 or more will be added to our donor wall in the main lobby of the new Seven Directions building.

EBALDC BOARD MEMBERS

Co-Chair, Roy Ikeda
Co-Chair, Natalia F. Lawrence
Vice-Chair, Ted Dang
Secretary, Anita Rees
Treasurer, John M. Benson
Thomas Mishima, CPA
Joel Mackey
Rosalyn Tonai
Hadiah McLeod
Brother Ayinde
Debra Chester
Joanne Tornatore-Pili
Kitty Hoover
Yoshio Takakuwa

NAHC BOARD MEMBERS

Chair, Larry Swimmer
Vice Chair, Cindi Adams
Secretary, Ronald Williams
Treasurer, Carmen Foghorn
Malinda Walker
Darby Price
Rev. Robert Littlecloud
Leander Davenport

FRONT PANEL PHOTO:
Aurora Mamea (rt),
Tanu Mamea (lft)

PHOTO TO RIGHT:
Tokala Halsey McGill (bottom),
April McGill (lft),
Pierre American Bear Halsey (rt)

PORTRAIT PHOTOGRAPHER:
Crisan Casillas,
Dragonfly Photography

BUILDING PHOTOGRAPHER:
Laura Frank

INVITATION DESIGN:
Laura Frank Design



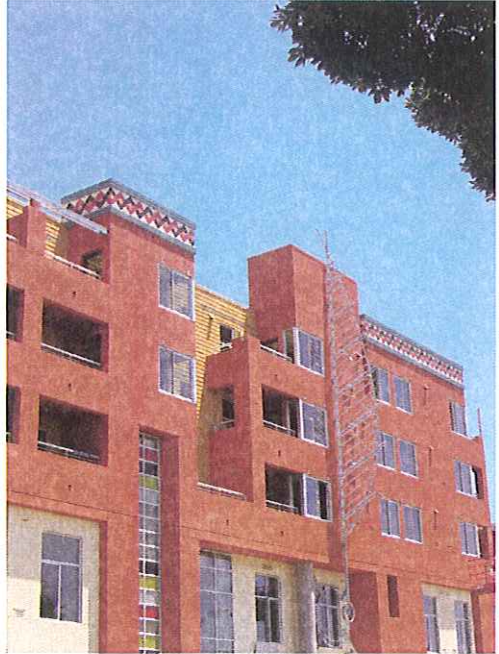
Introducing the Seven Directions Building

EBALDC has built a number of visually striking buildings. But few will have an icon as memorable as the glowing 40 foot feather sculpture that graces the street frontage of the new Seven Directions building. The feather is designed to attract attention from miles down International Boulevard, and from the BART trains that run a few blocks to the west. But those future residents who are lucky enough to live in the building will find that there is plenty to admire on the inside as well.

Seven Directions is a mixed-use building composed of two entities: a 20,000 square foot medical space owned by the Native American Health Clinic (NAHC), and an apartment complex with 35 units of affordable rental housing and one manager's unit. The building will also have an outdoor ceremonial garden for NAHC's community events, and two shared patio spaces upstairs on the third floor for the building's residents. The site is very dense, but still manages to provide play space for children, passive recreation space for seniors, and separate rooms for community-oriented activities. Pyatok Architects, the designer of the building, took many cues from traditional Native American images, and independent artists from around the country were hired to create specific pieces of art like the totem poles in the clinic lobby.

It was extraordinarily challenging to accommodate two different uses on the same site. The clinic facility was designed and inspected in accordance with State standards for medical facilities, which are very different from residential design and construction standards. Construction was also made more difficult by having to coordinate so much activity and different sets of contractors for each facility. Oliver and Company was retained as the general contractor because of their experience working within the tight confines of urban infill sites, and the high quality of their work and coordination.

Many individuals at EBALDC have touched this project, and it is now near completion thanks to their guidance and support. David Dologite took over the project when it appeared that the construction costs would be too high to start the project. Karoleen Feng briefly managed it before Ener Chiu and Kevin Armstrong secured the construction loan and started construction. Mary Lucero-Dorst provided advice on finishes and design. Melissa Jenkins, Janice Yan, Cath Merschel, and Belinda Racklin have all helped to market and lease-up the building. Jade Chu and Phung Nguyen and the rest of the Accounting staff have helped keep the books in line and the construction funds flowing smoothly. Lynette Lee attended City Council meetings and helped negotiate the original working agreement with NAHC, and the Administrative staff have pitched in to help whenever there was extra work to be done.



Like every EBALDC project, Seven Directions has had many saviors at many moments along the way. In particular, our partnership with the Native American Health Center and the various compromises that we were able to reach over the course of the development helped get the building out of the ground. They were willing to take on a bigger share of construction expenses when it appeared that the housing costs were too high. They have also shared many of the other costs, like insurance, engineering, and security services, which has made development of the project more cost effective. Finally, NAHC's advocacy, community support, and long-standing reputation in the Fruitvale have all enhanced EBALDC's image to the local neighborhood. The Seven Directions building, and the steel feather that we have added to the local skyline, is another symbol of EBALDC's long-term commitment to the area, and our capacity to create beautiful structures and enduring, successful partnerships.

*Article written by: Ener Chiu,
RED Project Manager*

THE MONTHLY

The East Bay's Premier Magazine of Culture and Commerce

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Architexture

Built on Tribal Wisdom |

Oakland's American Indian community constructs a \$32 million mixed-use building that is an architectural jewel in the Fruitvale. | *By Lauri Puchall*

It is hard to decipher emotion in Martin Waukazoo's timeless face. As the 6-foot-4-inch head of the Native American Health Center leads a tour of his brand-new building in the Fruitvale District, Waukazoo seems uncertain about what he will find behind the next door and mildly surprised to realize that he has landed here—in a \$32.5 million, 81,175-square-foot structure called Seven Directions that reflects his heritage and serves the neediest in his community. "It will take two to three years for it to hit the community, for it to really sink in," he explains.

The building—a health-care center topped by low-income housing—with its bright mosaic story pole, feather marquee, medicine wheel colors and patterned tile parapet is eye-catching from as far away as an elevated BART train, making Seven Directions and its mission suddenly visible to the public.

The new building—named for East, West, North, South, sky, earth and the seventh direction that comes from within—grew from the dedication and foresight of many, including Waukazoo, community members, developers and a sensitive architect. "Pyatok was our translator," says Waukazoo of Michael Pyatok, whose firm, Pyatok Architects, Inc., specializes in housing, like Jingletown Homes for first-time buyers, Swan's Marketplace historic renovation in downtown or the pending Harrison Street Housing, all in Oakland.

The dreamers and doers behind Seven Directions sometimes had to push for what they wanted, Waukazoo says, especially when it came time to cut back features to stay within the budget. The architects worked with American Indian elders and women, in particular, to translate the needs of the community into a physical setting through participatory-design workshops. Because women comprise 80 percent of the organization and 60 percent of the patients, Waukazoo says it was critical to consult them from the get-go. Women were adamant about creating a welcoming and comfortable place to foster spiritual healing and a sense of community.



This health clinic is an institution in the Fruitvale neighborhood, having provided medical and dental care on a sliding scale to American Indians and people of every culture and race since the early 1970s. The Center, which also offers after-school athletics, tutoring and substance-abuse prevention programs, seeks to improve the lives of American Indians and Alaska natives and advocate for the most vulnerable in the community. But like most social service agencies, the clinic's facilities were always modest at best.

In the neighborhood since 1972, the health clinic once operated out of a tiny rented office nearby where a handful of employees was crammed together. By 1973, the staff mushroomed to 72 people. Ten years later, the Center had purchased its first property, a four-story building for \$380,000, also in the Fruitvale. "We spruced it up like an old car. Becoming property owners got us to where we are today," Waukazoo asserts. "We went from a renter's mentality to an owner's mentality, from the backseat of the car to the frontseat. We are taking back bits and pieces of this land."

In 2002, the Center took back even more land. The organization bought three-fifths of an acre on International Boulevard to build this new facility, just completed in October. Private and public foundations and the city of Oakland gave millions in loans and grants toward the \$14 million health center and \$18.5 million apartments.

The new auburn stucco clinic and housing complex rises five stories above International Boulevard. Colors from the medicine wheel—rectangles of red, yellow, black and white—mark the facade. When mixed together, says Waukazoo, the palette of the wheel creates the color of earth. Inside, curving spaces and earth tones, as in the stained concrete floor and wood paneling at the front desk, prevail, lending the clinic a serene, natural air.

During a private tour before Seven Directions opens to the public, Waukazoo leads me to the generous lobby and we chart a course: either up a flight of sculptural stairs to the clinic, or fork to the right and head for the lounge or courtyard. The lobby's high ceiling, open plan and transparent doors allow a peek into the interior spaces. The stairs lead up from the lobby to reception rooms that are round like typical Navajo dwellings or traditional American-Indian sweat lodges, and showcase American-Indian art donated over the years. It doesn't feel clinical or institutional inside, which is exactly the intention.

Waukazoo follows the radiating concentric circles on the concrete floor of the lobby outdoors to the circular concrete bench in the courtyard. The floor-to-ceiling glass partitions overlooking the courtyard allow light to stream into the center of the building and flow into the two floors of the clinic. Birch trees and shrubs grow among the boulders in this compact outdoor room. A recirculating pump keeps water constantly



Inspired design: The new Native American Health Center building in Oakland's Fruitvale District reflects ancient traditions in its public spaces and health-care approach. From top to bottom: The patterned tile parapet is visible from BART. Medicine wheel colors grace the floor. A mosaic story pole welcomes visitors. Top two photos courtesy East Bay Asian Local Development Corporation. Bottom photo by SpiralA Photography.



Core aesthetics: The Center's courtyard offers lush ferns, birch trees and vines that climb the stone wall, all irrigated by a recirculating pump. Photo courtesy East Bay Asian Local Development Corporation.

moving and provides irrigation for vegetation to grow on the stone wall.

Waukazoo, a member of the Rosebud Sioux Tribe, talks about the organization, the new building and how his personal history intersects with each. He says the stone water wall with small plants growing between stacked slabs looks like home to him, 1,000 miles away in Rapid City, S.D., where he grew up.

The "talking circle" is the soul of the building. It forms a ring about an earth floor and was designed for meetings and ceremonial dancing. Sitting here, we can see directly into the hallways and waiting rooms that wrap around us, though the commotion of unpacking (it's moving day and the building is set to open tomorrow) seems a world away.

Though just a few yards away, Fruitvale's street life seems remote, too. Seven Directions is a retreat from the poverty visible along gritty International Boulevard lined with Latin American eateries and shops in one of Oakland's most diverse and densely populated neighborhoods. Three blocks from the Fruitvale BART station, the Center is just one block from the group's other agency that serves women and children and diagonally opposite the César Chávez Education Center.

Executive Director Susan Jamerson says that of the 5,145 people who visited the Fruitvale medical and dental clinics in 2007, 4,926 were living below the federal poverty level. American Indians come from as far as the Stockton area in San Joaquin County for "culturally competent care," says Jamerson. Practitioners infuse alternative and traditional American-Indian medical care into their practice for those who want it. They also specialize in the treatment of alcoholism and diabetes, conditions that affect a disproportionate number of American Indians.

Waukazoo and others have high expectations for the new clinic. With three facilities (two in Oakland and one in San Francisco), the Center currently serves 15,000 to 20,000 Californians a year, he says, 40 percent of whom are American Indian. With a new medical and dental clinic that has twice the capacity of the old one, administrators anticipate that Seven Directions alone will serve an additional 10,000 to 12,000 people annually. "I expect a healthier community out of this," says Waukazoo. Because the clinic will be able to reach and serve significant numbers, he says the next generation of American Indians in Oakland (a group that represents four percent of the city's population) will have a healthier start.

The organization's leaders see a spiritual component to the healing process and hope to bring Navajo, Lakota and California-based Indian healers to Oakland to integrate ceremonies into the clinic's health-care practices. For example, Waukazoo says, "The medical department could have a staff meeting here at the talking circle."



Traditional welcome: A feather marquee and mosaic story pole proudly greet visitors to the Center. Photo by SpiraIA Photography.

While the talking circle lends itself to ceremonies, rituals and conversation, it is just one of several gathering places within the building. With its expandable spaces, Seven Directions doubles as a community center and meeting hall. When open, the large glass overhead garage doors of the staff lounge can accommodate a crowd that spills out into the lobby. The balcony at the main stair landing may be used as a speaking podium at gatherings. And two pairs of double doors open the lobby up to the courtyard.

Flexible architecture provides multiple opportunities for people to mingle and makes for some fun, architectural surprises. One intimate space is tucked under the main stairs below the podium. The little booth is a good place to chat after an appointment or share a cup of coffee before heading out.

While the flow of Seven Directions works for community building, the artwork and decorative features instill a sense of pride and "give parents the opportunity to pass along cultural traditions," says Waukazoo. Each basket, piece of pottery or weaving behind glass in the gallery, which overlooks the courtyard, comes from a particular tribe and thus represents the eclectic nature of Oakland's American-Indian community. Although American Indians have inhabited the Oakland area for millennia, the city's pan-tribal blend hails from all parts of the country. Members of the Cheyenne, Chippewa, Lakota, Navajo, Wyandotte and Cherokee tribes sit on the health center's board of directors and are members of the Center's community.

The Native American Health Center owns both its Fruitvale buildings and operates a San Francisco center in the Mission district. It partnered with East Bay Asian Local Development Corporation (EBALDC) to create the health center and low-income residence under one roof. The dwellings are reserved for those earning 60 percent or less of the area's median income.

The development corporation manages the 36 units of housing on the third, fourth and fifth floors. At 850 square feet, a typical two-bedroom apartment is small by today's standards, but all units filled immediately. The housing is comprised of mostly two- and three-bedroom units for families, with a handful of studios and one-bedrooms, and one four-bedroom unit. A separate, glazed three-story residential entrance atrium illuminates the building as do two court-yards for residents only. One incorporates a play structure for the approximately 50 children living in the new housing; the other is a quiet, contemplative place for adults.

While the project took planning, patience and collaboration, other factors determined how Seven Directions landed in this largely Latino neighborhood. Asked why the Center chose Fruitvale as its base, Waukazoo deftly spins the question on its head: "Did we select it or did it select us?"

The answer relates to the history of American Indian displacement. From the 1950s to the 1960s the Bureau of
themonthly.com/architexture-01-09.html

Indian Affairs Relocation Program created seven reservation relocation centers throughout the United States, Waukazoo says. Those who participated in the program, like Waukazoo's two sisters who arrived in the 1960s, received a one-way ticket to a city far from their reservation. Oakland was one of the cities, which explains the high concentration of American Indians in the Bay Area today. After arriving at the relocation center further north on International Boulevard, many found their way to Fruitvale.

At that time, the community lacked a gathering place, says Waukazoo, and some residents became patrons of the seven or eight neighborhood bars. "It caused problems," says Waukazoo.

As a recovering alcoholic himself, Waukazoo used the services of the Native American Health Center. Part of his healing process, he says, involved recovering his own culture, family and traditions—and giving back to his community.

"I may not have been a good father, but I am a good grandfather," he says. What's important to Waukazoo is what his three grandchildren and two great-grandchildren think of him today. His legacy is entwined with his 25 years of work with the Center and with this new building.

When his staff brought their children to see Seven Directions early in the morning before school, just after the building opened in the fall, Waukazoo felt their deep emotion. "That's what this is about," Waukazoo says. "That's pride. And when you have pride, you have hope that dreams can be realized. We can say to the next generation, 'It can be done.'"

Lauri Puchall writes about architecture and the environment and works for Turk Kauffman Architecture.

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VISUAL REPRESENTATION

- Plans, Elevations, and Sections
- Community Participation & Site Blessing
- Exterior
- Clinic Courtyard
- Clinic
- Residential Areas

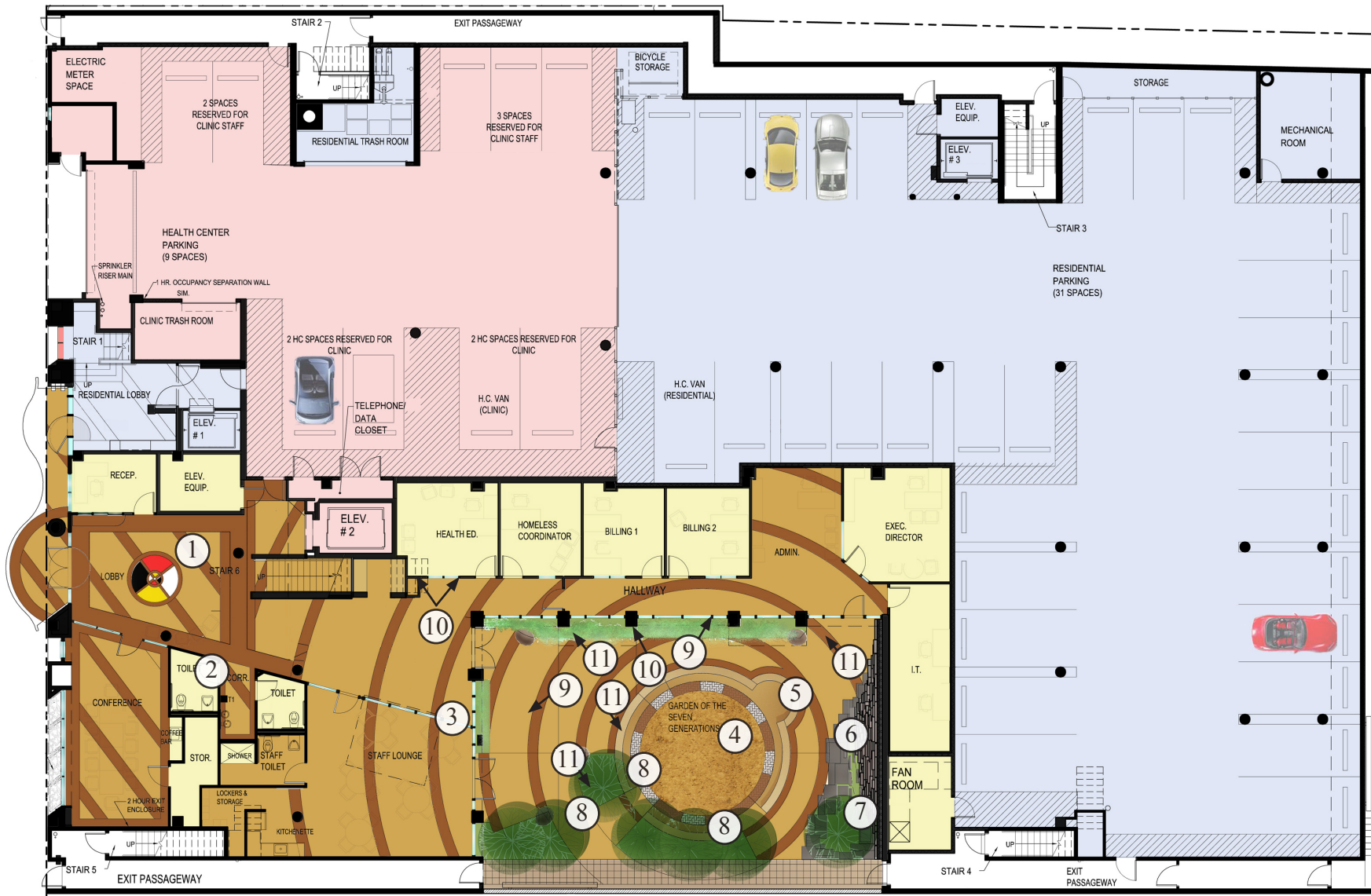


SITE PLAN

SEVEN DIRECTIONS
EBALDC / NAHC

- 1. Clinic Courtyard at Ground Floor
- 2. Housing Courtyard at Third Floor
- 3. 5-Story Building
- 4. 4-Story Building
- 5. 3-Story Building

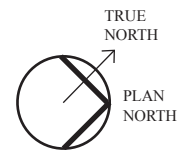




FIRST FLOOR PLAN

SEVEN DIRECTIONS
EBALDC / NAHC

- 1. Medicine Wheel
- 2. Stained Concrete floor with North / South striping
- 3. Stained Concrete floor with radial striping
- 4. Ceremonial Talking Circle with Earthen Center
- 5. Raised Podium
- 6. Stone Waterfall with engraved stones
- 7. Redwood Tree
- 8. Birch Trees
- 9. Native Plants
- 10. Wood Timber Bench
- 11. Stone Boulders



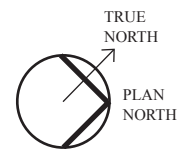


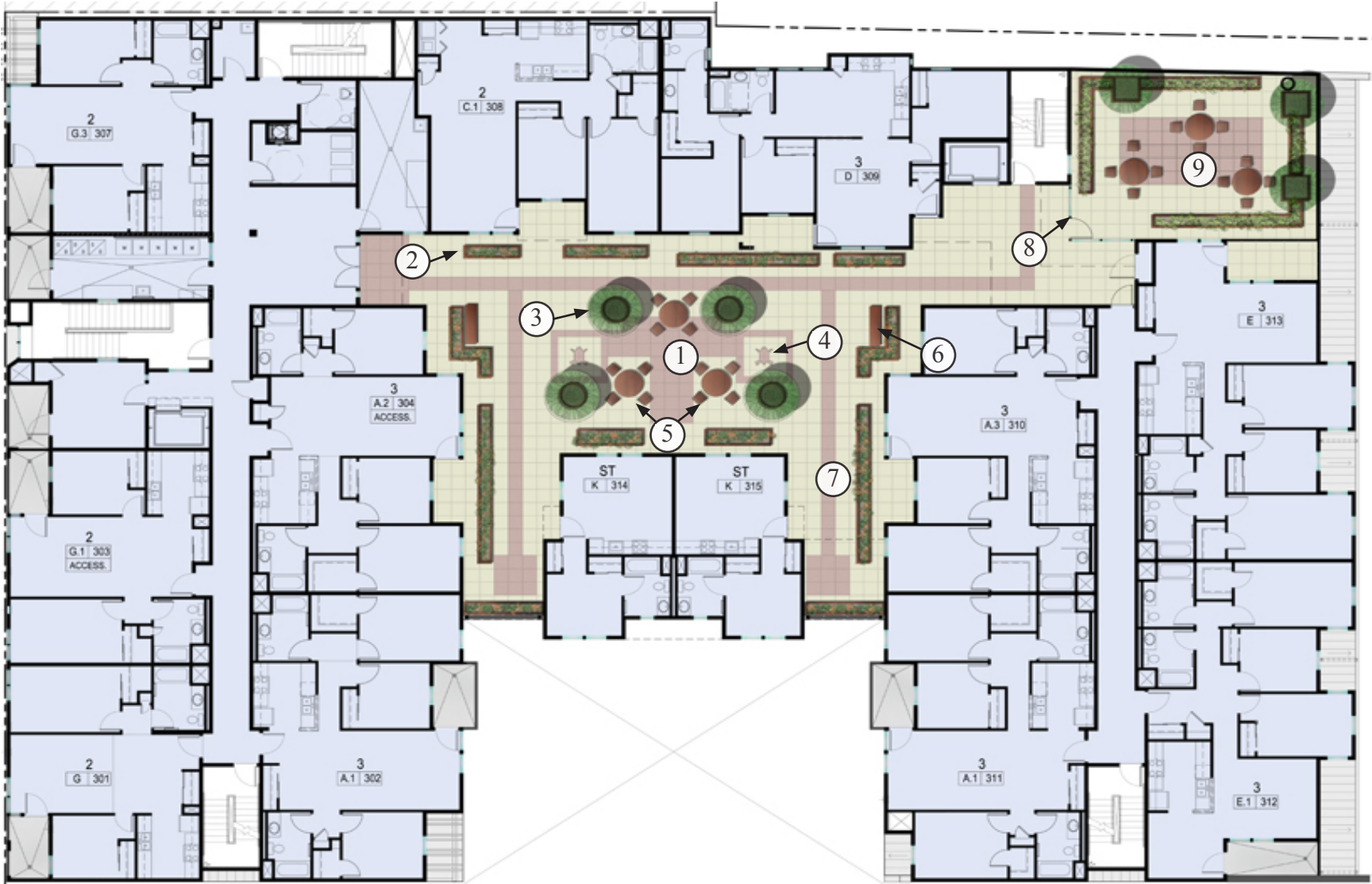
**SECOND FLOOR
PLAN**

SEVEN DIRECTIONS
EBALDC / NAHC

- 1. Central Reception Lobby circle
- 2. Medical Waiting circle with decorated ceiling drums
- 3. Dental Waiting circle with decorated ceiling drums
- 4. Arts and Crafts Exhibit Gallery
- 5. Clinic Overlooks Courtyard

- 6. Hand Carved Wooden Totem Poles
- 7. Curved Medical & Dental Reception Counter with Native American Imagery
- 8. Circular window in wood slat wall provides visual connection between Housing and Clinic

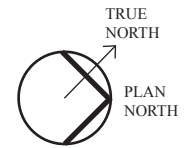




THIRD FLOOR PLAN

SEVEN DIRECTIONS
EBALDC / NAHC

- 1. Central Courtyard
- 2. Planters
- 3. Potted Trees
- 4. Turtle play structure
- 5. Tables and chairs
- 6. Benches
- 7. Pedestal Pavers w/ decorative pattern
- 8. Decorative gate
- 9. Contemplative Courtyard



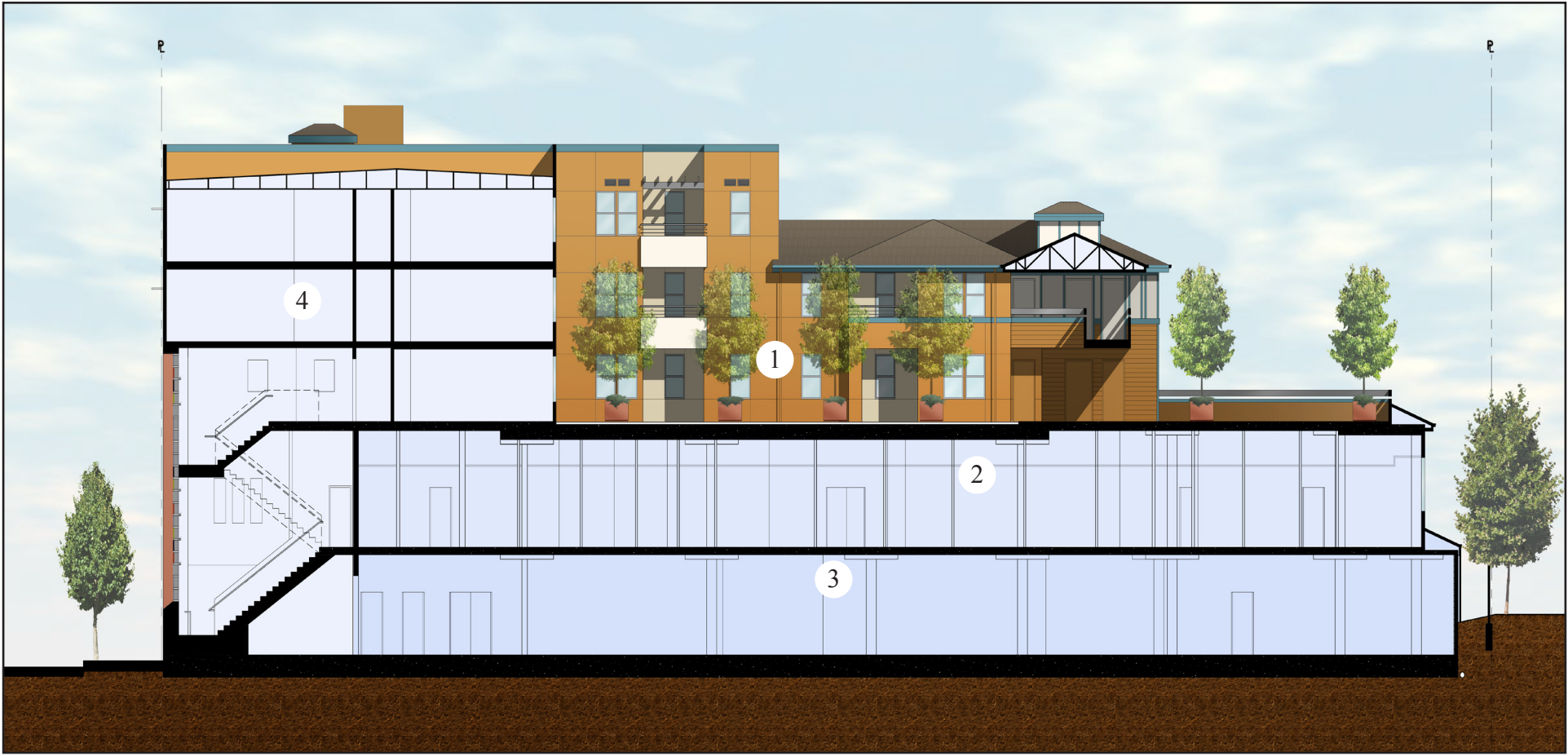


ELEVATION

SEVEN DIRECTIONS
EBALDC / NAHC

- 1. Vertical Marquee "Steel Feather"
- 2. Medicine Wheel with colored glass
- 3. Dream Catcher
- 4. Story Pole with Ceramic Tile
- 5. Curved Canopy with Signage
- 6. Glass Windows with symbolic Native American colors
- 7. Ceramic Tile Horizontal Basket Weave Banding
- 8. Green Screen Planters
- 9. Ceramic Tile Base with banding





WEST SECTION

- 1. Residential Courtyard
- 2. Medical and Dental Clinics
- 3. Garage
- 4. Family Apartments

SEVEN DIRECTIONS
EBALDC / NAHC





NORTH SECTION

1. Clinic Courtyard
2. Medical and Dental Clinics
3. Garage
4. Family Apartments

SEVEN DIRECTIONS
EBALDC / NAHC



Community Participation & Site Blessing



Community members exploring site planning options.



Community members exploring site planning options.



Community members designing the clinic space.



Community members designing the clinic space.



Community members designing residential units.



Community members designing residential units.



Community members discuss site planning options.



Community members discuss site planning options.



Community members discuss site planning options.



Community participants present designs for clinic spaces.



Community participants present designs for clinic spaces.



Site blessing ceremony



Blessing prayer at site blessing ceremony



Native American dancers performing a sacred site blessing dance.

Exterior



International Boulevard looking North





International Boulevard looking South





International Boulevard elevation; Colors of the building reinforce the emerging pattern of the neighborhood





International Boulevard elevation at dusk





Story pole at clinic entry with ceramic mosaic artwork representing seven Native American myths about life and afterlife.





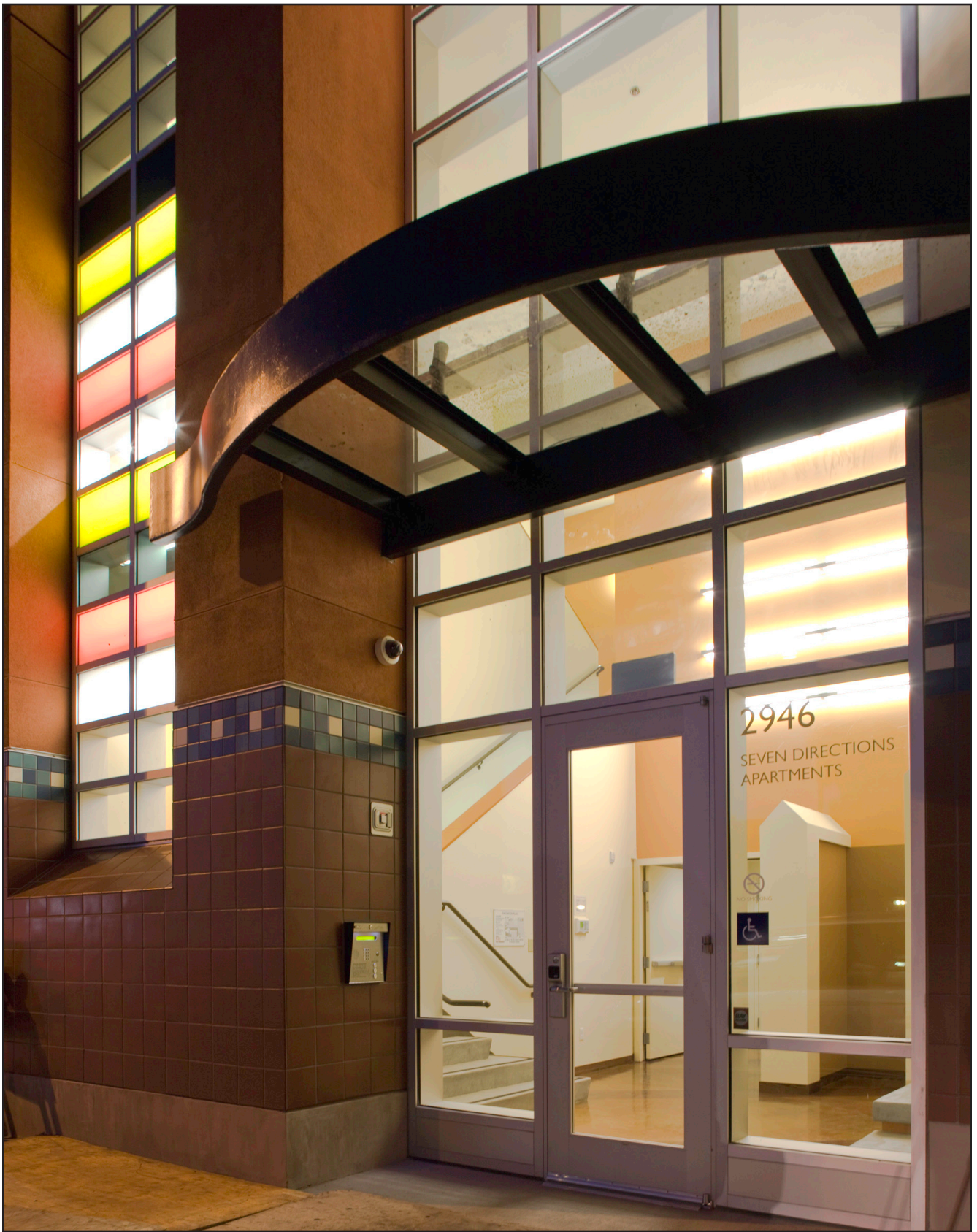
West side of story pole showing a female figure depicting Mother Earth.





East side of story pole with Navajo poem (The Night Chant) depicting the seventh direction (The Self Within)





Residential lobby entrance. Colored glass reflects the four major colors of the Native American medicine wheel (red, black, white, yellow).





Clinic lobby entrance with medicine wheel and staircase to second floor reception. Diagonal floor bands are oriented in the East-West direction marking the rising and setting sun.





Clinic lobby looking towards the front door. Staircase to second floor reception with speaking balcony at mid-landing and night cave below with handmade wood benches.





Clinic lobby looking towards the clinic courtyard. Glazed roll-up door to the staff lounge on the right can be opened for large gatherings and events.

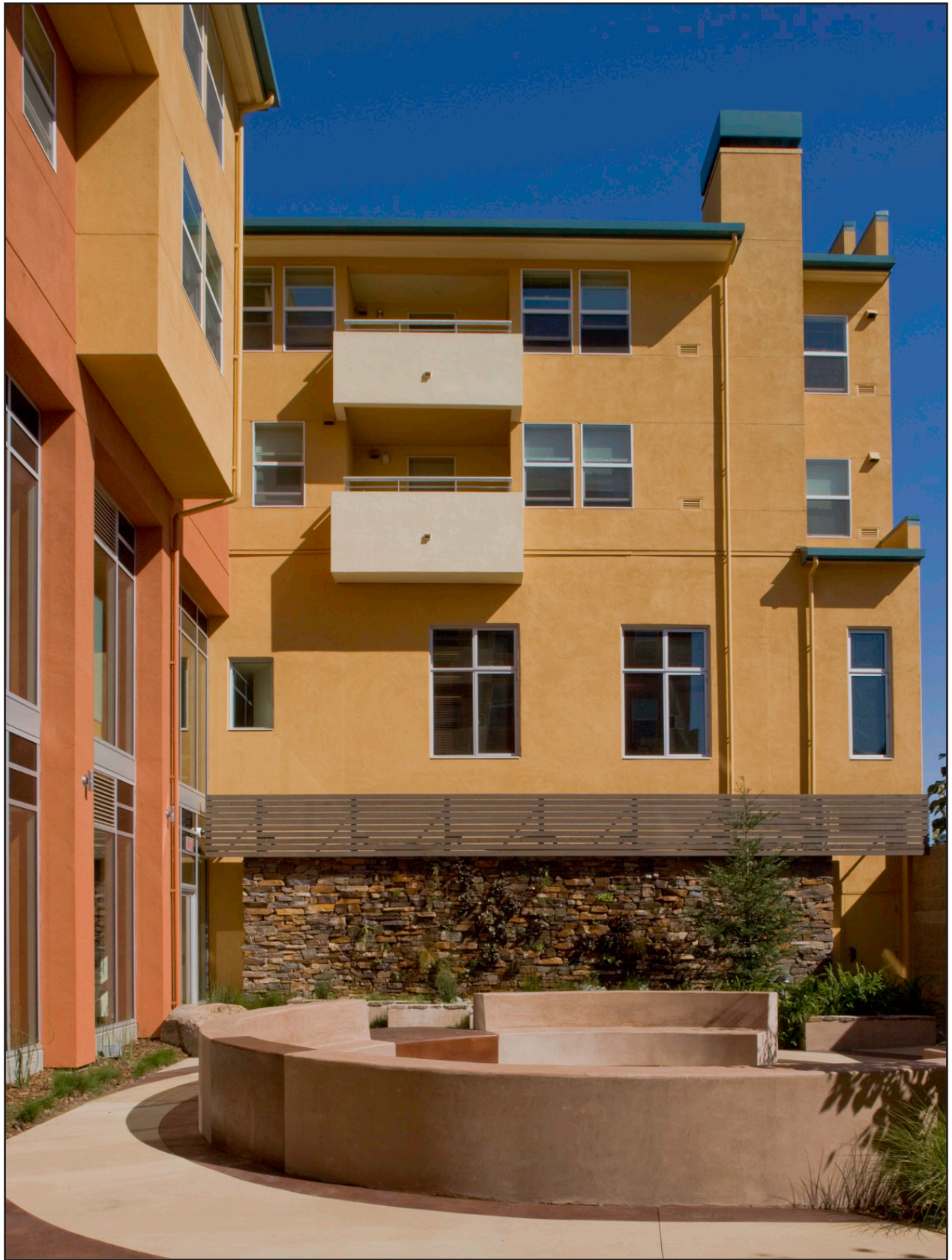


Clinic Courtyard



Talking circle in the clinic courtyard. Concentric rings emanate from the talking circle and enter the interior spaces dramatizing it as the heart of the clinic.





Clinic courtyard. Talking circle, stone waterwall, second floor dental offices, and residential units above.





Clinic courtyard; second floor clinic gallery overlooks the courtyard and residential units above





Stone waterwall in clinic courtyard

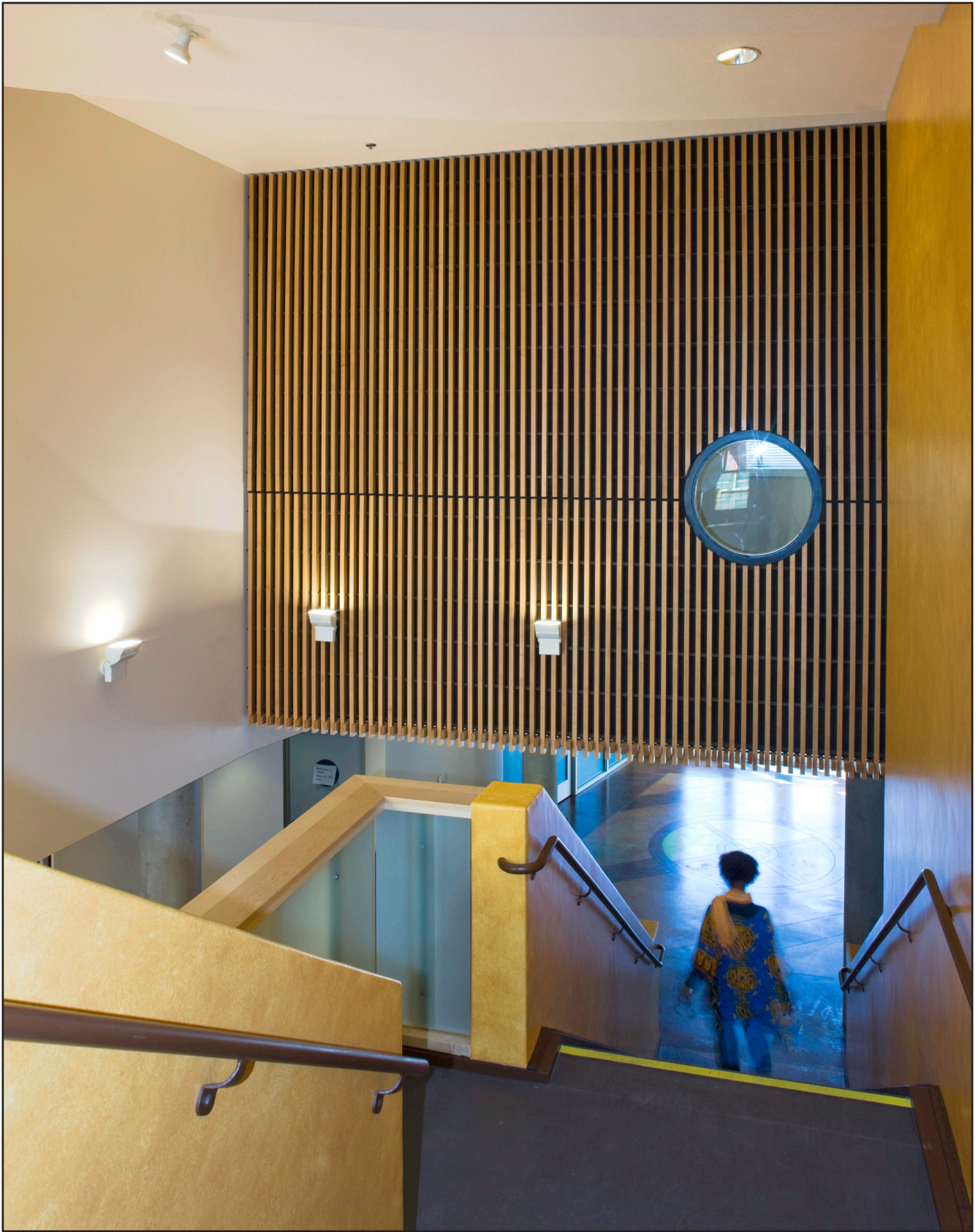




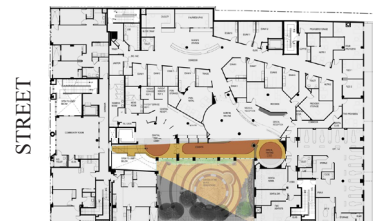
Clinic Courtyard; talking circle and stone waterwall



Clinic

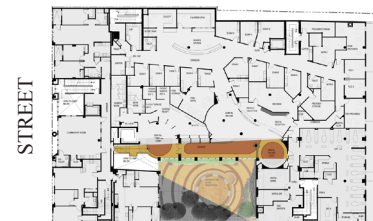


Staircase at clinic lobby with circular window in wood slat wall from second floor residential community room.



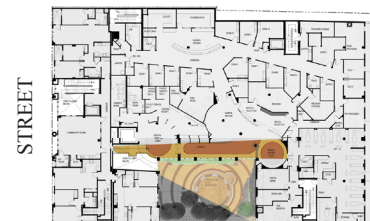


Residential community window overlooks lobby, courtyard, and stairs. Located at child's eye level, it provides a peek into community life.





Second floor clinic gallery, view towards medical and dental reception desk. Windows to the right provide views to the clinic courtyard below.





Hand carved totem poles provide a gateway entrance to the medical and dental clinic. Inset image shows Tlingit wood carver creating totem poles.





Totem pole close-up. Inset: Tinglit carver with his family at the installtion ceremony.



Second floor clinic gallery looking towards medical waiting room drum. The totem poles provide a gateway entrance to the reception desk on the right.





Second floor clinic gallery looking towards medical waiting room drum. The totem poles provide a gateway entrance to the reception desk on the right.





Medical waiting room drum on second floor





Dental Waiting room drum on second floor





Nurse station at second floor medical clinic with Native American hieroglyphs carved into the counter.



Residential Areas



Residential apartments occupy upper three floors.

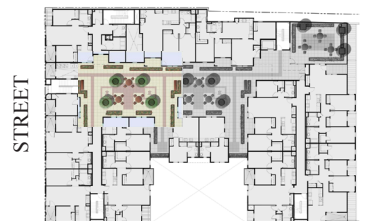




Second floor Residential Community room. Dreamcatcher circle can be seen outside the window and windows on the right provide views to the residential lobby below.



Third floor residential courtyard



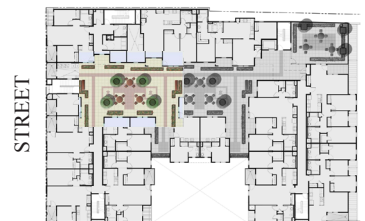


Third floor residential courtyard





View of Historic Cohen Bray neighbor from third floor residential contemplative courtyard



EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION

EBALDC uses an integrated place-based approach to building sustainable and equitable communities in the East Bay. Currently, EBALDC's Resident Services are available to 2,343 residents of both Alameda and Contra Costa counties at 8 of 17 of our properties. Award funds from the Rudy Bruner Foundation will allow EBALDC to maintain and expand Resident Services to serve an additional 100 residents in Seven Directions, and 200 residents in two other EBALDC developments, making this vital service available to about 2,600 individuals.

Housing stability and support services for low-income families are compromised and trends indicate that it is going to worsen. A 2010 report from The Institute for Children, Poverty and Homelessness states concerns about reduced funding for Prop1C, which supports shelter and affordable housing programs with a gap of \$469M from 2010 and the elimination of the state's TANF (Temporary Assistance for Needy Families) program to CalWORKs.

Through the national Success Measures evaluation program, EBALDC surveyed residents in all of its buildings to determine priority needs including seven directions. Results showed that most of EBALDC's participants and tenants struggle to make ends meet and manage significant debt on very limited income given that over 70% of our residents earn at or below \$20,000 per household. With the rise of unemployment, most of our clients find it hard to cover rent, face barriers to afford the basic goods and service, and often face overcrowding. EBALDC understands that poverty and homelessness persist in a cyclical nature that is passed along from one generation to the next and providing Resident Services is a source of stability for low-to-moderate income individuals, families and children living in EBALDC's properties and in the surrounding neighborhoods we serve.

In 2006, EBALDC refined its mission statement to better reflect our commitment to integrating social services in our affordable housing developments. The Resident Services' vision is to create a central core of services to complement our well-managed affordable housing developments for low-income and disenfranchised seniors, parents /guardians, and their children, with the objective to: (1) enrich residents' quality of life; (2) help them maintain stable and permanent housing; (3) provide opportunities for self-sufficiency and advancement; and (4) work together with residents to build stronger communities and neighborhoods throughout Alameda and Contra Costa Counties.

The Bruner award will provide EBALDC with the capacity to have a dedicated Resident Service Coordinator staff (RSC) in Seven Directions, as well as in two other EBALDC properties, to help coordinate services, activities and programs that will provide housing stability, and empower residents toward self-sufficiency. Through one-on-one case management and counseling, on-site programs for resident groups, community events, and resident leadership engagement, RSCs provide a well-rounded programmatic approach to engaging residents to improve their quality of life. Housing stability and preventing residents from becoming homeless is the most basic and the most crucial component of our overall service. RSCs work closely with EBALDC's property management staff to ensure that residents whose housing might be at-risk due to rent relapse, cleanliness, or other issues, have access to prevention and intervention services with the help of the RSC. Our RSCs also continually outreach to all residents who are unaware of the service available to ensure that residents have access to services have the opportunity to receive them.

In 2011, we plan on achieving the following milestones:

1. Expanding services to three new properties, with an estimated 1,500 residents served (up from 1,234 residents served between July 2009 – June 2010).

2. Providing one-on-one assistance through education, outreach and referrals for individuals on a range of social service needs, including assistance with accessing public benefits, financial assistance, childcare, healthcare, in-home care, finding employment, providing translation accessing food assistance, and any other service need that residents might have.
3. Providing educational groups on various topics, including civic engagement, health concerns, senior consumer education, parenting, etc.
4. Providing youth programs, including free Summer Lunch programs at four of our sites and free after-school programs at two of our sites.
5. Providing opportunities and supporting our residents to be civically engaged in their communities, by encouraging volunteer efforts and community leadership.
6. Providing individual assistance to residents who are at risk of losing their housing.

We evaluate the effectiveness of our efforts by performing pre- and post- surveys, tracking resident engagement across the year, evaluating whether residents' housing status improves over time, and through an annual survey which evaluates the overall impact of the Resident Services Program on improving people's quality of life. Our target outcomes for 2011 are:

- Of the residents who are at risk of losing their housing and who seek assistance from RSCs, 70% will stabilize or improve their housing situation. 15% of residents who attended community events will increase their level of engagement in that time period (i.e. they become more engaged by becoming volunteers or leaders in their community).
- 70% of residents will indicate on our annual resident survey that, overall, Resident Services was beneficial in assisting them to resolve their needs.

EBALDC's Neighborhood Economic Development Service Partner Organizations	
Health Services Maxim Health Systems Asian Health Services Alameda County Behavioral Health Care East Bay Recovery Project Native American Health Center	Youth and Childcare Aspranet HeadStart YMCA of the East Bay Supporting Future Growth
Technology Training and Access One Economy Corporation OCCUR/Eastmont Computing Center The STRIDE Center	Social Services LifeSTEPS Rubicon Programs
Economic Self-Sufficiency Earn It! Keep It! Save It! Tax campaign Bank On Oakland Alameda County Community Asset Network Youth Employment Partnership Mayor's Summer Jobs program Lao Family Community Development Savings Pathway Collaborative SparkPoint Oakland Center in Oakland, including United Way of the Bay Area, Operation HOPE, LIFETIME, and The	Housing/Rental Assistance EveryOne Home Non-Profit Housing Assn. of Northern California Catholic Charities Eden Housing Oakland Housing Authority
	Other City Slicker Farms Oakland Digital Arts and Literacy Center The Lower Bottoms Neighborhood Association

Native American Health Center

The Rudy Bruner Award will be utilized to establish a Native American cultural program. One of Native American Health Center's goals is to have urban Native American families and youth re-establish their roots in Native American culture. Many urban Native Americans and Alaskan Natives currently lack ties to their original home lands and have no direct link to Native stories or traditions. We will establish a program which will revitalize interest and inspire learning of the many Native American tribal designs and culture. We will use our new Seven Directions building as a gathering space which will be a great commencement for this cultural program. The Seven Directions building was design with the intent to make this building a Native American building. It holds Native American design elements in its architectural design

The program will explain within a Native context, the many architectural elements of the Seven Directions building by inviting guest Native American speakers to share their stories. The circular, outdoor ceremonial space will be the best location to gather because we will explain the significance of a circular space utilized by many Native American tribes to hold talking circles and share stories. Also,

we will emphasize the significance of the Seven Directions for many Native American tribes, as well as the unique seven tribal stories of the mosaic story pole at the entrance of the building. The stories carved into the two totem house posts will be shared with the participants. We will expand the program's area of study and invite Native American elders to share their Native stories about creation and stories of each season and beyond.

Native American Health Center's Youth Program would be an ideal group for this newly established cultural program. The Youth Program's mission is to build strong and resilient Native youth and families through education, skill building and community organizing activities. Their approach is culturally relevant and family-centered. They combine prevention, intervention and treatment to address the changing needs of Native youth in an urban environment. Their program allows Native American youth to develop skills according to their strengths and interests while challenging them to understand the relationship between commitment, discipline and success. The youth participate in a wide variety of cultural and recreational activities already. This program would bring them a missing element of a tangible avenue back to tradition.

The award amount will be used for a program facilitator who will coordinate the events and speakers. A portion of the award would be applied toward necessary program materials and marketing materials. The remaining would be used for stipends for guest speakers who share their stories. We have a captive audience from the Youth Services department and their parents during the summer when the youth fellowship program takes place. NAHC will evaluate the program at its end and gauge ways improve upon the program for the future so we can apply for more funding.