

Mayor Gavin Newsom

Response to City and County of San Francisco
African-American Out-Migration

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ACTION

EXECUTIVE SUMMARY

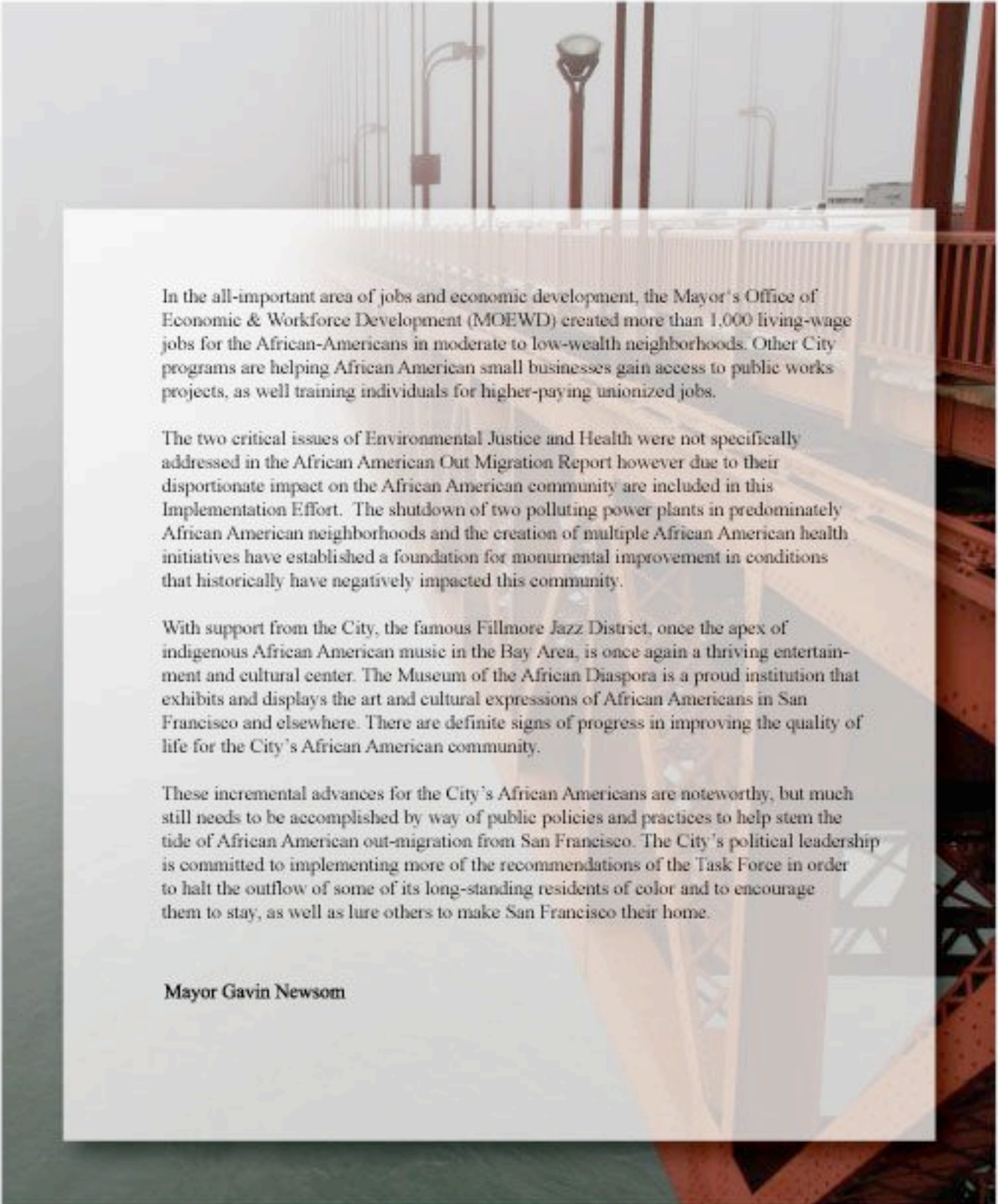
Three years ago, the San Francisco Task Force on African American Out-Migration, appointed by Mayor Gavin Newsom and Supervisor Sophie Maxwell, began the latest study on a continuing trend affecting the City's ethnic and cultural diversity. That African Americans moved out of San Francisco was a matter of grave concern to previous city leaders, but the Mayor's Task Force took up the matter with urgency. It issued a call to action to mitigate the outflow, focusing its recommendations on improving conditions and opportunities in five areas of major importance: housing, education, jobs and economic development, public safety and quality of life, and cultural and social life. Five teams consisting of City department staff and leaders were charged with implementing the recommendations set forth by the Task Force.

As soon as the Task Force completed its report, Mayor Newsom circulated it to all of his department heads. He asked those department heads dealing with the five key areas laid out in the report to immediately review it and give him a report on their progress to date. This report is focused on addressing the progress the City made on the recommendations of the African-American Out-Migration Task Force. The City has launched and expanded dozens of initiatives aimed at improving the quality of life of all San Franciscans, including African Americans.

Despite the economic recession, there are positive signs of progress in all five areas of concern that could help stem the tide of the African American out-migration from the City.

In the area of housing, for example, one City program has greatly increased the affordable-housing opportunities for lower-income African Americans. Another City initiative is rebuilding the City's most dilapidated public housing developments, especially those in predominantly African American neighborhoods in the southeastern sector.

In education, the San Francisco Unified School District is using federal funds to significantly improve the educational outcomes for students in the Bayview neighborhood, which has a large African American population. Other new programs and initiatives are increasing the number of African American children gaining entry into preschool classes, as well as enhancing the skills of their parents.



In the all-important area of jobs and economic development, the Mayor's Office of Economic & Workforce Development (MOEWD) created more than 1,000 living-wage jobs for the African-Americans in moderate to low-wealth neighborhoods. Other City programs are helping African American small businesses gain access to public works projects, as well training individuals for higher-paying unionized jobs.

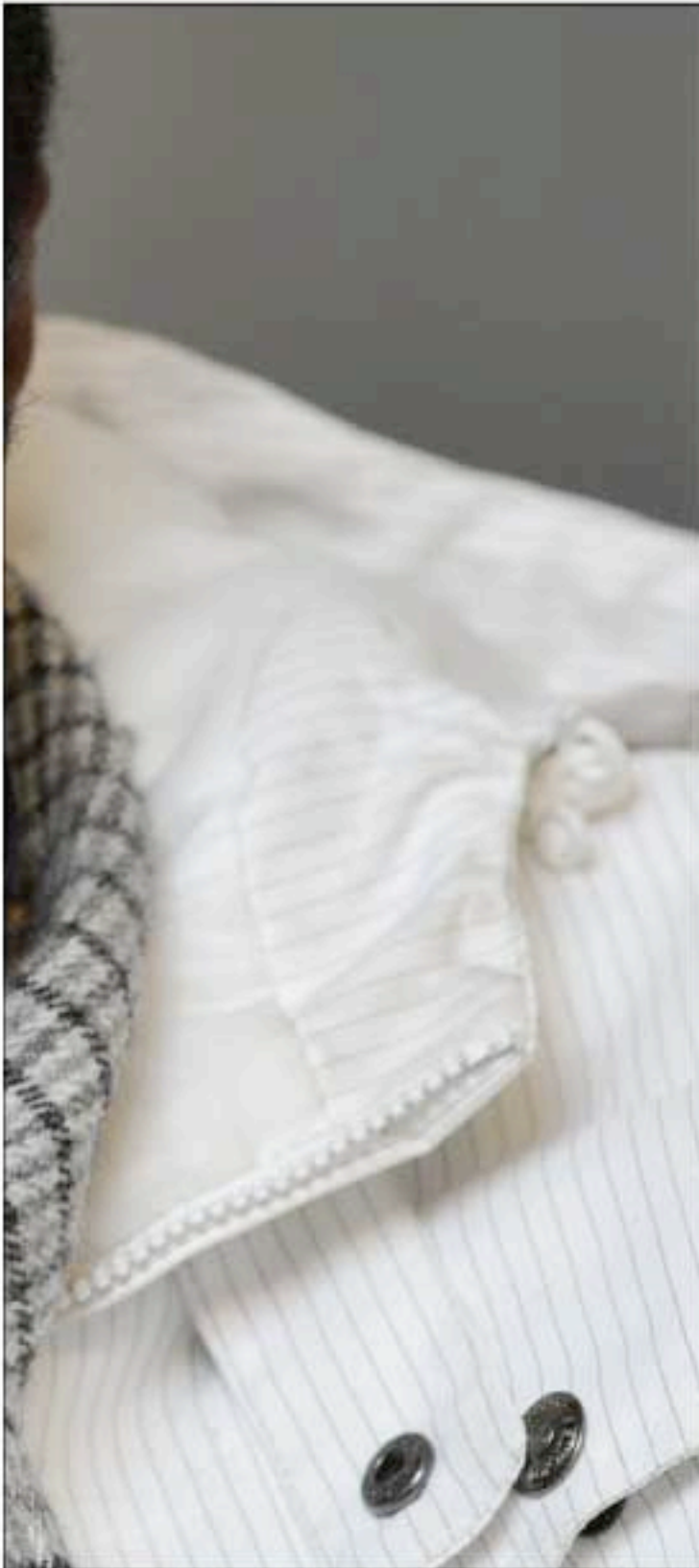
The two critical issues of Environmental Justice and Health were not specifically addressed in the African American Out Migration Report however due to their disproportionate impact on the African American community are included in this Implementation Effort. The shutdown of two polluting power plants in predominately African American neighborhoods and the creation of multiple African American health initiatives have established a foundation for monumental improvement in conditions that historically have negatively impacted this community.

With support from the City, the famous Fillmore Jazz District, once the apex of indigenous African American music in the Bay Area, is once again a thriving entertainment and cultural center. The Museum of the African Diaspora is a proud institution that exhibits and displays the art and cultural expressions of African Americans in San Francisco and elsewhere. There are definite signs of progress in improving the quality of life for the City's African American community.

These incremental advances for the City's African Americans are noteworthy, but much still needs to be accomplished by way of public policies and practices to help stem the tide of African American out-migration from San Francisco. The City's political leadership is committed to implementing more of the recommendations of the Task Force in order to halt the outflow of some of its long-standing residents of color and to encourage them to stay, as well as lure others to make San Francisco their home.

Mayor Gavin Newsom





"I was born here, I am not going anywhere. San Francisco is my home."





Housing

HOUSING

The Task Force report frames a two-pronged housing strategy for addressing the declining African American population:

- Attraction strategies that focus on middle-class African Americans who have left San Francisco in disproportionately higher numbers than lower income African Americans.
- Retention strategies that focus on the large number of African Americans living in public housing.

To attract middle-income African Americans, the report calls for improvements to the Redevelopment Agency's Certificate of Preference Program and other strategies, including the production of affordable, family-oriented housing.

To retain lower income African Americans, the report recommends housing strategies that focus on the African American community's substantial and vulnerable low-income population.

To date, the City has taken the following implementation steps:

Certificate of Preference Program

The Certificate of Preference Program helps those San Francisco residents who were adversely impacted by past redevelopment housing-relocation policies and practices. In 2007, the Mayor set forth the most aggressive multi-tiered housing strategy in the City's history by expanding the eligibility of the Certificate of Preference Program to include children and grandchildren impacted by past redevelopment projects.

In the past three years, the Redevelopment Agency has issued more than 146 new certificates to individuals who were entitled to them, but never received one. This compares to 60 certificates that were issued in the previous 16 years.

The program was also expanded to provide a preference for affordable housing produced with City financing rather than just affordable housing produced by the Redevelopment Agency. The expansion of the program doubled the number of housing units that are available to certificate holders on an annual basis.

In June 2008, the Redevelopment Commission approved a new \$4-million Home Buyers Assistance Program specifically for certificate holders. This new program will offer silent second loans and matching funds for Individual Development Accounts for home purchases in San Francisco.

HOPE SF

One of the more striking findings from the report was the fact that more than two-thirds of the African Americans that remain in the City were very low-income. This suggests that a meaningful housing retention strategy needs to focus on the City's low-income housing programs.

The most significant work of the current administration in this regard is the Mayor's HOPE SF program, the City's first mixed-income redevelopment of public housing. This initiative focuses on rebuilding the City's most dilapidated public housing developments using a strategy that keeps existing residents in the community while also improving social outcomes. HOPE SF commits to a one-for-one replacement of every public housing unit and phased development to minimize the need for off-site relocation.

In the two years since Mayor Newsom and the San Francisco Board of Supervisors authorized \$95 million in local bond funding to launch HOPE SF, the initiative has accomplished the following:

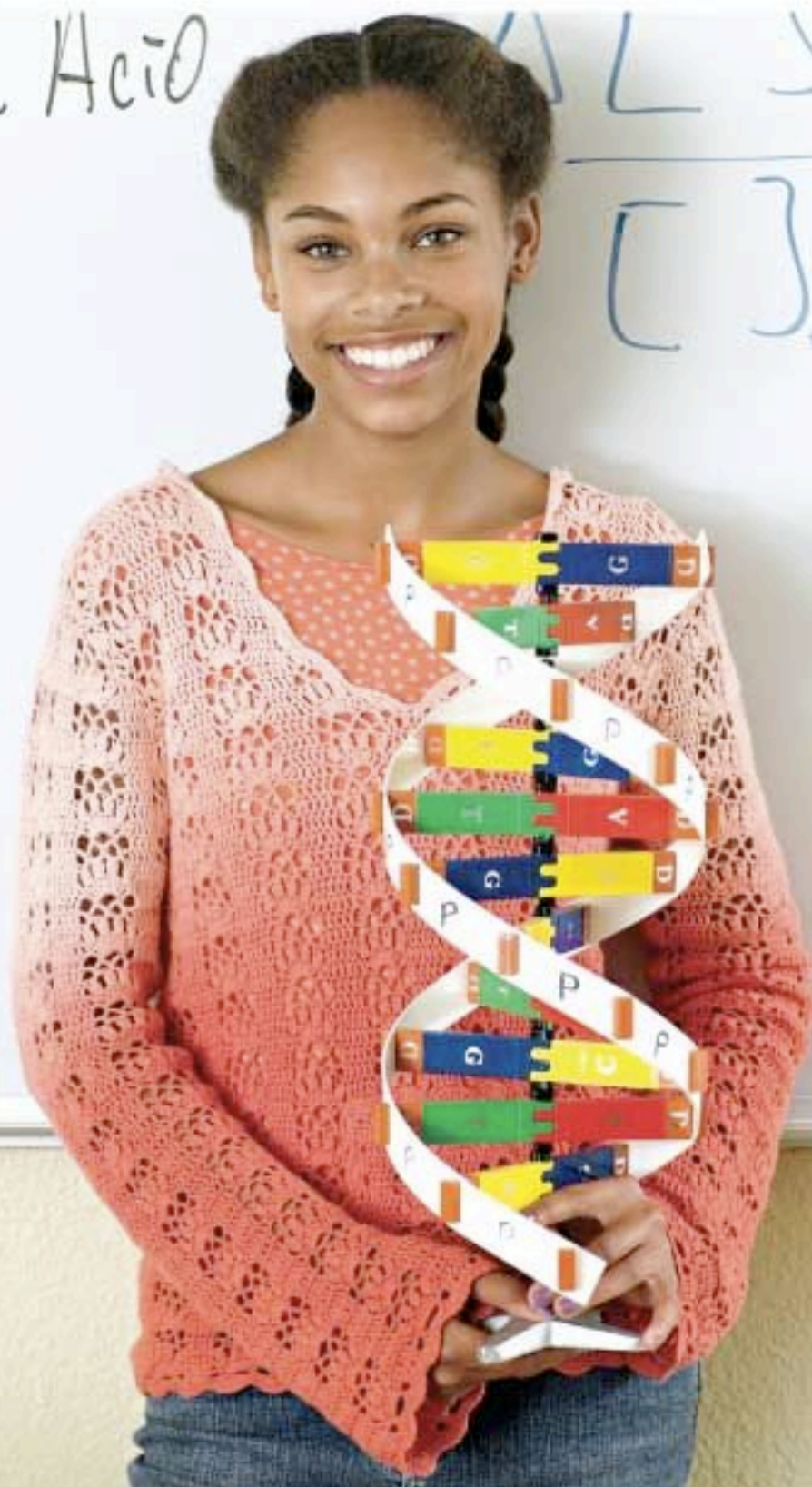
- Hunters View has received approvals for the development of 800 homes, secured \$30 million in funding commitments, and breaks ground in February of 2010.
- The San Francisco Housing Authority (SFHA) has selected development teams to help rebuild three additional public housing sites (Westside Courts, Potrero Hill, and Sunnydale, the most distressed developments in the Housing Authority's portfolio) totaling 1,500 units. These teams are working with residents and neighbors on plans for mixed-income communities with over 3,000 homes, acres of new parks, and new community facilities.
- HOPE SF has established an unprecedented alliance of 11 San Francisco city agencies, including the Department of Children, Youth, and Families (DCYF); the Mayor's Office of Economic and Workforce Development (MOEWD), and the San Francisco Unified School District (SFUSD) to coordinate planning and investments in HOPE SF services.
- In 2008, voter-approved Proposition G set in motion the second phase of development planned at Candlestick Point and Hunter's Point Shipyard, which includes the largest single creation of affordable housing in the history of San Francisco. Approximately 10,000 new homes will be constructed, 32% of which will be priced below market rate. The development will also provide for the rebuilding of the Alice Griffith Housing Development without displacing any current residents.



Other Housing Implementation Accomplishments

- The City has increased support for homeownership counseling by \$100,000 annually.
- The City has financed nearly 150 new affordable home ownership units in the 3rd Street Corridor with special marketing and outreach to the African American community through faith-based institutions and nonprofits.
- The implementation team recognizes the need to educate residents about homeownership and rebuilding well-established neighborhoods back to their original conditions. To address these needs, the Redevelopment Agency and the Mayor's Office of Housing have released over \$500,000 to community-based organizations to create a pool of potential homeowners who are prepared to go through the home buying process successfully. The implementation team has actively sought opportunities within the community to participate in discussions on affordable housing and its effect on southeastern neighborhoods, where significant numbers of San Francisco's African American community reside.

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Education

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EDUCATION

The Education Implementation Team understands the achievement gap cannot be addressed by the San Francisco Unified School District alone. It requires the genuine partnership of the City and the community. A number of citywide programs and initiatives are under way to help African American children graduate and achieve their goals.

Partnership for Achievement

The San Francisco Unified School District (SFUSD) and City Partnership for Achievement are collaborating to improve outcomes for public school students. The City currently collaborates successfully in many ways with the schools, but this is the first time that the many threads of the City's efforts have been organized to build a coherent, comprehensive plan for collaboration. Last year the City allocated \$24 million from the "Rainy Day" funds to minimize teacher layoffs and cutback at neighborhood schools.

The SFUSD and City Partnership for Achievement highlights six strategic areas for the city and the district:

- Building community support and civic engagement.
- Supporting teachers and principals.
- Promoting adequate school funding.
- Increasing opportunities.
- Preparing for the 21st century.
- Strengthening schools as community institutions.

San Francisco Promise

Launched last year by Mayor Newsom, as part of the Partnership for Achievement, San Francisco Promise is a collaborative joint venture among SFUSD, San Francisco State University, and the Mayor's Office.

San Francisco Promise is a fundamental piece of the new "P-16" vision that aims to provide every child with quality public education from pre-school through college. Starting in the 6th grade, students receive support services and guidance to prepare for college.

Students who stay committed to the program are guaranteed entry to San Francisco State University. This guaranteed admission is particularly valuable for African American students who are accepted and graduate from four-year colleges at drastically lower rates than their white peers.

Bayview Empowerment Project

To address the issues affecting African American students, SFUSD is launching a new effort, Bayview Empowerment Project, using federal funds to drastically improve the educational outcomes for students in the targeted areas, where large numbers of San Francisco's African American reside.

The Board of Education and Superintendent have identified the schools in the Bayview as a high priority. Goals for this project include dramatically accelerating student engagement, achievement, and 21st-century success. This initiative involves the following schools: Bret Harte, George Washington Carver, Charles Drew, Malcolm X, Willie Brown, and Thurgood Marshall High School.

Truancy Assessment and Referral Center

In January 2009, the Truancy Assessment and Referral Center (TARC) was established to address chronic truancy and close the achievement gap in San Francisco schools. TARC is a citywide one-stop center allowing police to hand off truant youth to the SFUSD and community-based organizations for services and help re-entering school. TARC assesses youth and makes the appropriate referrals to re-engage them in the academic process.

Gateway to College

The dropout rate for African American students in San Francisco is more than double that of their white counterparts. In the 2008-2009 school year, 45% African American students dropped out, almost double that than any other racial or ethnic group in the City.

To address both the high African American dropout rate and truancy among this student population, the City College of San Francisco started the innovative Gateway to College (GtC) program, which is a national initiative in 20 other community colleges nationwide. GtC is reducing truancy and re-engaging students who have dropped out to not only complete their primary education, but also continue through college.

GtC works with students who have dropped out of the traditional high school system and brings them onto the community college campus to earn both their high school diploma and AA degree simultaneously. The program was launched at CCSF on August 17, 2009, and already shows impressive results with 85% enrolled in the program remaining in school.

Preschool for All

There are 3,968 African American zero-to-five-year-olds in San Francisco, or 8% of the City's zero-to-five population. To ensure each of these children gets a good start, SFUSD developed the Preschool for All (PFA) program, which provides free half-day preschool for all four-year-old San Franciscans who want to attend, regardless of income.

Preschool for All offers free part-day high quality preschool for four-year-olds throughout San Francisco. PFA sites meet quality standards for teacher education, the learning environment, developmental screening and family engagement. With art, literacy and science enhancements, parents can rest assured that their children have the best experience to prepare them for kindergarten.

Children living in every neighborhood and every zip code in San Francisco are eligible. Two hundred and eleven African American children participated in Preschool for All programs in 2008-09, or 9% of all PFA children.

Kindergarten Transition Summer Camp

First 5 SF provides funding for five Kindergarten Transition Summer Camp (KIT) programs each year. The goal of the program is to build kindergarten readiness skills and to ease the transition into kindergarten. Thirty-two African American children attended KIT Camp in the summer of 2009, or 15% of all KIT Camp children.

Parent Action

First 5 SF funds a Parent Action mini-grants program to support the goals of parent empowerment. These grants support activities generated and led by parents in three key outcome areas: kindergarten readiness, leadership and advocacy, and creating community assets. Some 165 African American parents with children zero-to-five received Parent Action mini-grants in 2009.

Family Resource Center

The Family Resource Center Initiative is a new alignment of First 5 SF, Department of Children, Youth & Families (DCYF), and the San Francisco Human Services Agency (SFHSA) funding. Family Resource Centers (FRC) build partnerships with parents/caregivers and their community that support and strengthen the lives of their children and adolescents. Special attention is placed on parent-child relationships, child development and school readiness/school success.

There are 23 Family Resource Centers in San Francisco. Four of these centers outreach and focus on serving African American families and children: Urban Services YMCA/Western Addition FRC, Bayview YMCA FRC, EOC Potrero Hill FRC, and Edgewood's Parent University. They all offer parent education classes using the "Effective Black Parenting" evidence-based curriculum.

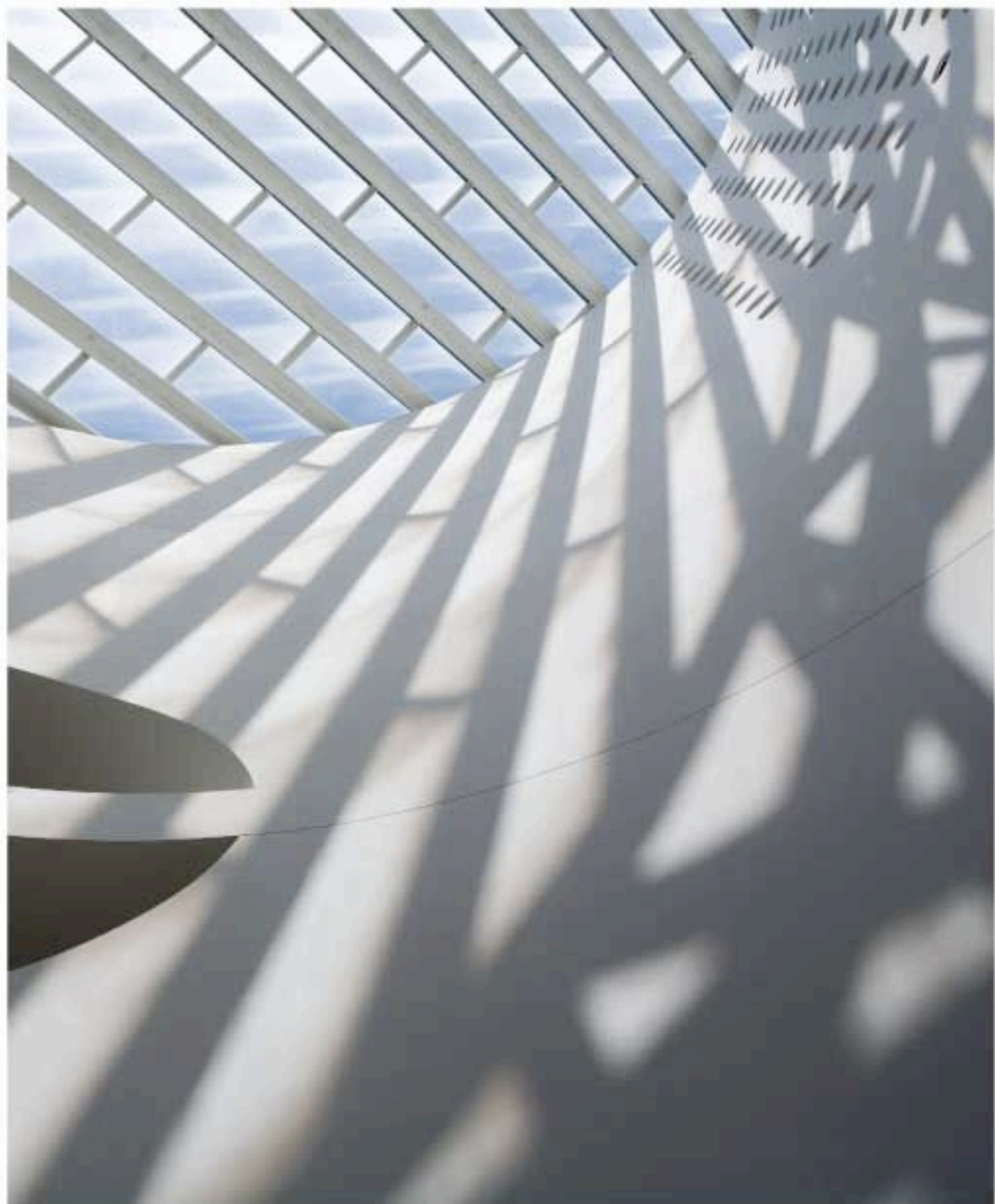
After School for All

The San Francisco After-School for All initiative (AFA) is a citywide collaboration that supports the City's diverse after-school community to offer safe, quality programs for all children where activities and events are tailored to the interests of local neighborhoods. This effort is a partnership of the Department of Children, Youth & Families (DCYF), several other City departments, the San Francisco Unified School District (SFUSD), community-based organizations, faith-based organizations, philanthropy, and parents.

The AFA initiative aims to provide a diversity of quality after-school programs for all elementary and middle school children by 2010. To do this, the initiative will expand services, improve the quality of programs and explore system-building issues such as technical assistance, field capacity building, workforce development, and quality academic and enrichment activities.

Through this effort, DCYF served 13,771 African American children and youth ages 0 to 24 in the 2008-2009-contract year. This number represents 26% of all children and youth served by its funded programs. The levels of African American participation in DCYF programming are as follows:

- Early Care & Education: 712 (23.2%)
- Family Support: 788 (13.0%)
- Health and Wellness: 881 (27.4%)
- Out-of-School Time: 9,257 (24.6%)
- Violence Prevention & Intervention: 1,574(45.1%)
- Youth Empowerment Fund: 76(20.5%)
- Youth Workforce Development: 1,365 (34.7%)



Jobs & Economic Development

JOBS & ECONOMIC DEVELOPMENT

Over the past three years, the City has made many strides to expand access to employment services and jobs to the African American community in San Francisco. Three years ago, a massive effort was undertaken to overhaul the workforce development system as a whole, integrating workforce services into City government, creating the Mayor's Office of Economic & Workforce Development (MOEWD). There has been much progress made.

MOEWD is the city's first work-force development division. In the past two years, 2007-2009, it created more than 1,000 living-wage jobs for the hardest-to-serve African-Americans in moderate to low-wealth neighborhoods. The new Workforce Consolidation Legislation ties disconnected efforts together into a \$70-million strategy that is directed at improving the City's workforce.

City efforts such as Public Service Trainee Project, CityBuild, JobsNow!, and Communities of Opportunity have created employment opportunities for more than 2,700 African Americans who were previously disconnected from economic opportunity.

In 2008, the City opened a new One Stop Career Link Center in the Western Addition, which has a large African American population. The center provides job search assistance and connections to job training, increasing the number of African Americans receiving workforce services by 66% within one year. This past year, the one-stop center has served more than 1,400 clients, over 30% of whom are African American.

MOEWD is also in the process of revamping the Southeast One Stop, doubling the amount of space available for services and strengthening services that are provided to residents in the southeast sector of the City where many African Americans reside.

The City has launched several successful initiatives and programs to get at-risk young people back on track with their education and, where appropriate, help them get a leg up in the job market. The RAMP initiative has provided youth who are out of school and not working with job-readiness training and connected them to educational services. More than 60% of RAMP participants are African American young people who previously were unemployed and not in school.

The City's year-round youth workforce services provide young people with workforce preparation and assist them in achieving further education and training. This past year, these services connected more than 365 youth with education and job training, 32% of whom were African American.

Last year, with an influx of federal stimulus funding, the City launched the Summer Youth Employment initiative that offered youth an on-the-job work experience and job-readiness preparation. The initiative placed 405 youth in paid summer jobs, 52% of whom were African American.

CityBuild

As San Francisco grows through construction, the CityBuild program ensures that residents benefit from the jobs that are created. CityBuild directs San Francisco residents to high-paying union construction jobs by providing pre-apprenticeship training and placement on city-sponsored projects. The program also offers a comprehensive array of support services to its participants.

CityBuild was founded in 2007, and since then, it has been able to secure 954 jobs for San Francisco residents, 57% of whom were African Americans.

This initiative demonstrates how a public-private partnership can create economic opportunity through collaboration and smart policy. CityBuild began as a pilot program with two city projects and is now involved with more than 80 city and privately sponsored projects.

CityBuild's partners include seven City departments, the County Transportation Authority, the Community College District, the San Francisco Unified School District, the San Francisco Building & Construction Trades Council, 16 community-based organizations, the City's One Stop Centers, the Private Industry Council of San Francisco, 13 union apprenticeship programs, the Evelyn & Walter Haas, Jr. Fund, and an advisory council of private construction companies.

A key to CityBuild's success is the CityBuild Academy, a state-of-the-art pre-apprenticeship training facility, which was established to fill a critical gap in the City's construction workforce delivery system. The academy introduces residents to careers in construction skilled trades, and provides basic construction training and preparation for entrance into union apprenticeship programs.

The academy operates as a partnership between the City, the construction trade unions, the community college, and a consortium of community-based organizations. Of the 120 CityBuild Academy graduates, 109 have been successfully placed in construction careers. The academy is now training its fourth cycle of residents who will graduate in May of 2010.

SFPUC 9910 Training Program

For over 30 years, the City's Southeast Water Pollution Control Plant has provided citizens that live in the 94124 (Bayview Hunters Point) with pre-apprenticeship stationary engineer training through the program now known as the SFPUC's 9910 Training Program. This two-year program is designed to prepare trainees for the Stationary Engineers Local 39 Apprenticeship Program Examination. Upon passing the examination, participants may apply for the position of apprentice stationary engineer with the SFPUC. The program includes training in the various fields of work related to sewage treatment and has been expanded to include maintenance, biodiesel production, and laboratory work. Many graduates (disproportionately African American) from this program are now employed full time as journey level workers and supervisors. Among the other employment and economic development initiatives and programs are the following:





Citywide Surety Bond and Financial Assistance Program

The Citywide Surety Bond and Financial Assistance Program reduces barriers to obtaining bonding and access to capital, enabling greater Local Business Enterprise (LBE) participation in the City's public works contracting process. This program can assist African American small businesses participate more actively in the City's public works programs. In order for a business to receive assistance under the Citywide Surety Bond and Financial Assistance Program, the contract must be for a City public works project, and the business must be LBE-certified by the Human Rights Commission (HRC).

The bonding and financial assistance program has continued to be one of the City's best and safest investments. The Human Rights Commission hired an African American HRC-certified women-owned business, Merriwether and Williams, to administer the program. On behalf of the City, Merriwether and Williams has successfully negotiated an agreement with surety bond companies that now serve as partners with the City to provide bond guarantees. The firm secured a \$3-million line of credit to support the program needs of the contractors.

Jobs

The jobless rate for the City's African American community is higher than for the general City population holding at 15%. This fact reflects the statewide and national trends, and is especially critical because of the continued sluggishness of the economy, here in San Francisco, as well as in California and the nation, which has an overall unemployment rate of about 10%, its highest level in many years.

San Francisco has created innovative solutions to weather the downturn in the economy. Recognizing that hiring is slow in most sectors, the City is creating training opportunities for currently under-skilled workers, preparing them for the employment opportunities that will emerge when the economy rebounds. The City's implementation plan for jobs is three-fold:

1. Create a pipeline of qualified workers for forthcoming construction projects.
2. Create transitional employment opportunities for those who have recently lost their jobs and particularly for those who never had one.
3. Develop "on ramps" into sectors with increasing demand for workers, such as health care, "green collar," hospitality, and retail.

Job Readiness Initiative

The Job Readiness Initiative has dedicated \$4-million over the next three years to prepare 1,000 people in the southeastern part of the city for employment. Many San Francisco African Americans live in the southeast sector and will be able to take advantage of the training.



JobsNow!

Started in 2009, the JobsNow! program is finding ways to put people back to work and stimulating the City's economic recovery. The San Francisco Human Services Agency (SFHSA) is using newly available federal stimulus funds to expand subsidized employment opportunities, with a goal of placing 2,000 participants in jobs. JobsNow! strives to provide an immediate source of income for low-income families that will simultaneously stimulate local economic recovery. JobsNow! builds upon several successful transitional jobs programs already in place at SFHSA, which were designed to help unemployed individuals address barriers to employment, develop soft skills, gain work experience and progress toward self-sufficiency.

JobsNow! participants will exit the program with a stable employment history, and will be better positioned to obtain an unsubsidized job when the stimulus period ends. The program also benefits local employers by providing referrals of qualified workers and by subsidizing 100% of their wages.

San Francisco expects to spend approximately \$25 million of the federal stimulus (American Reinvestment and Recovery Act) funds. So far, more than 1,200 unemployed San Franciscans have been put to work under this program over 50% are African Americans from the City.

Communities of Opportunity

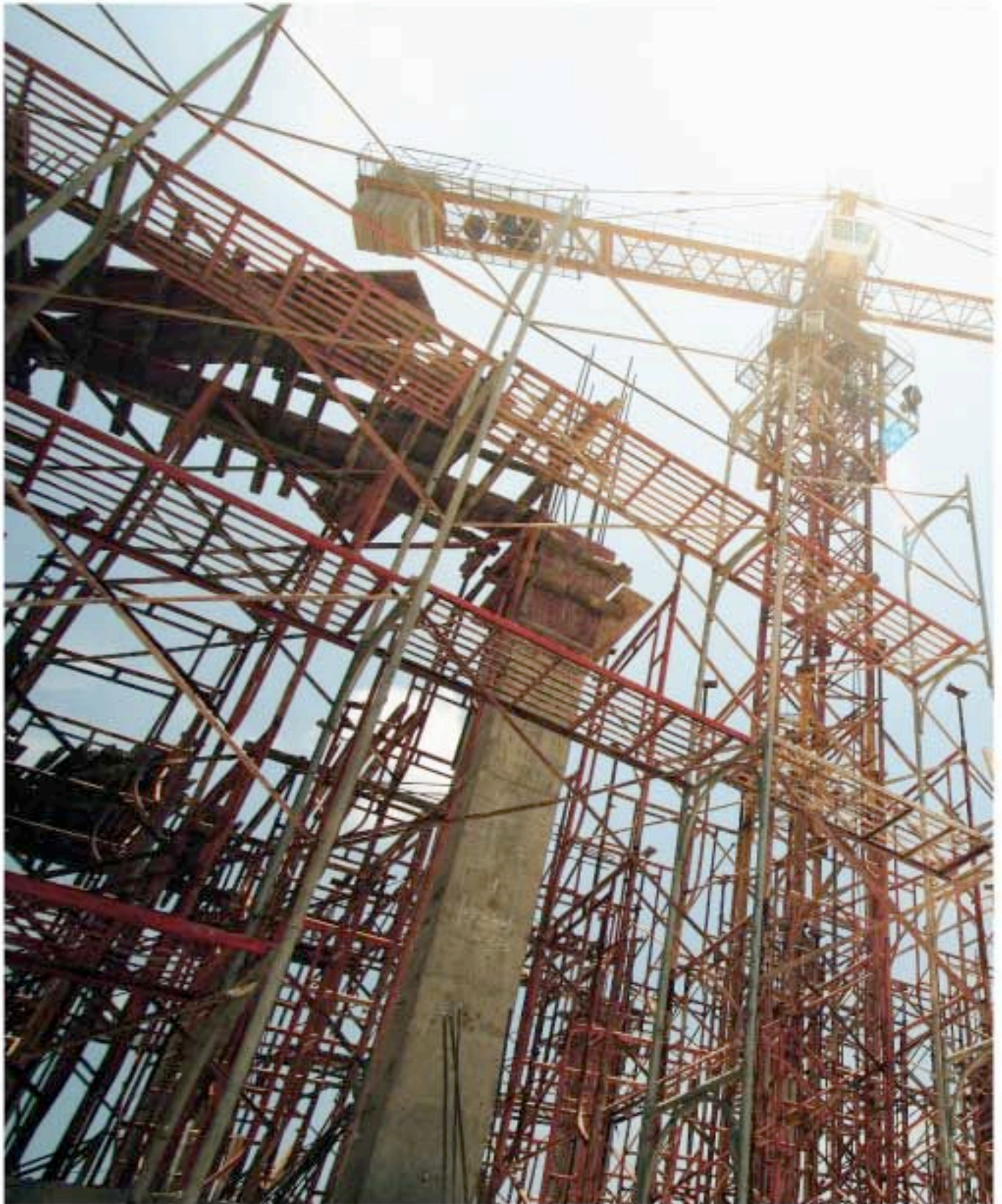
Communities of Opportunity (COO) is a new system launched by the City of San Francisco, residents of the southeast corner of the city, where significant numbers of African Americans live; and philanthropic organizations to fundamentally change the way these three groups work together to transform a neighborhood. Of the jobs created by COO in renovations, gardening, and outreach, 628, or 92%, went to COO participants. Of those, 119 were opportunities with Recreation & Parks, Department of Public Works, and the Housing Authority. Of the total hired, 459 were ex-offenders and those with special needs. Some 308 residents received job training from various community-based organizations, such as CityBuild, Youth Community Developers, Goodwill, and the San Francisco Conservation Corp. 88% of these participants are African American.

Communities of Opportunity (COO) has made significant improvement in the physical infrastructure in and around four of the most isolated public housing sites in the City. It has done so with largely a community workforce by renovating five formally abandoned community centers. It has also built to a new 2,500-square-foot "green building" at the Alice Griffith Housing Development called the Opportunity Center.

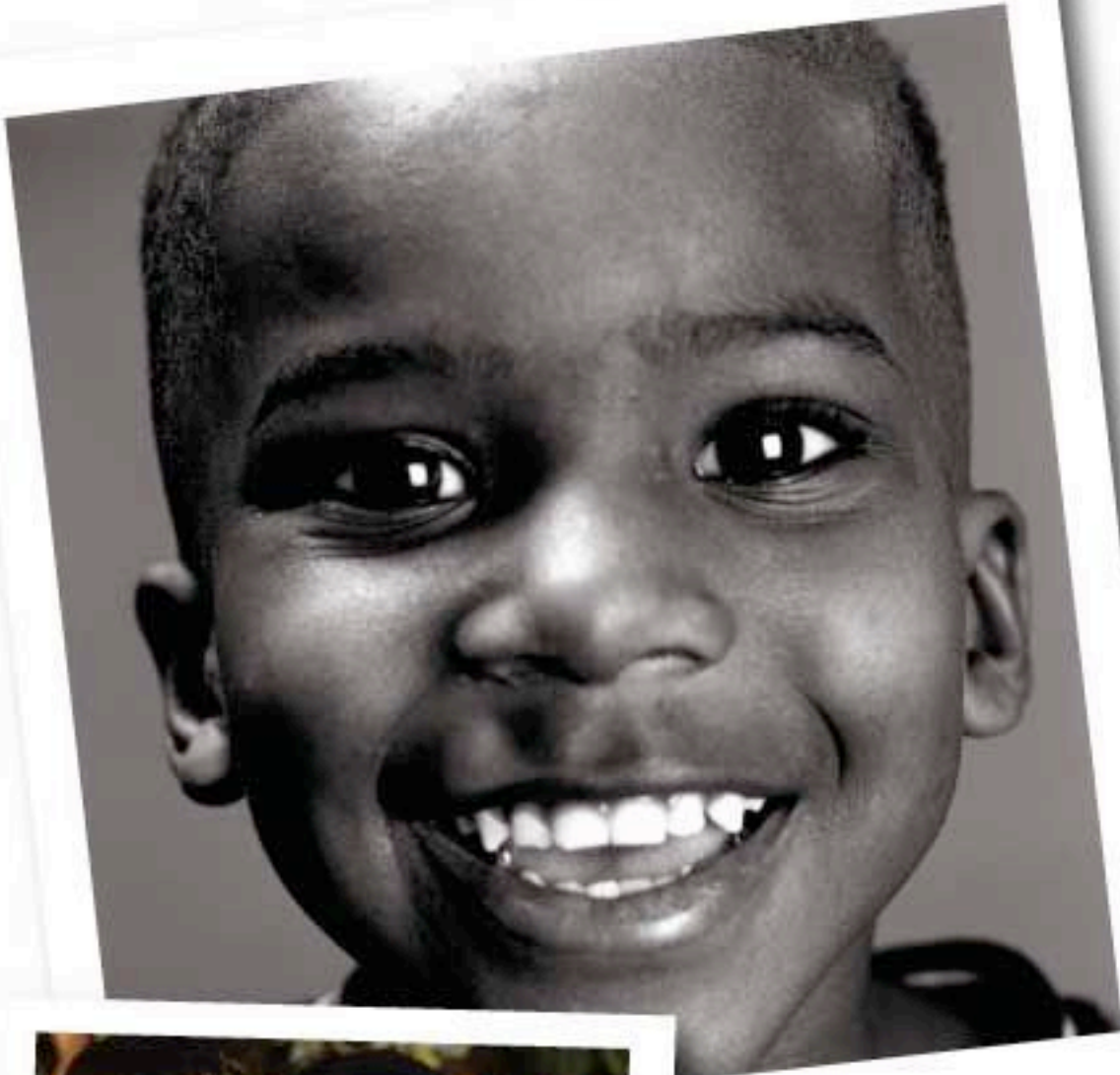
COO seeks to leverage long standing systems of social services and more than \$7-billion in economic catalysts, and bring in new proven or promising practices to revitalize portions of the city that have been long neglected. Ultimately, residents and their communities will benefit.

In partnership with the City Attorney's Office, COO built the new state-of-the-art Willie Mays Boys and Girls Club on Kiska near a predominately African American public housing site. These new community hubs have greatly impacted the civic engagement of residents in general and particularly African Americans, resulting in new streets, lighting, playgrounds, murals and community gardens, all enhancing the quality of life of those who live there.

Residents that are able to access and participate in a Sector Academy program receive the supports and training necessary to secure a job with a career path for self-sufficiency. By preparing project area residents to enter the Sector Academies, the Agency will provide residents with the opportunity to gain the skills and certifications necessary for employment and career options in several growth industries.







Cultural & Social Life

CULTURAL & SOCIAL LIFE

Major strides have been made in each of the Culture and Social Life initiatives, including successful marketing and promotion of major African American signature events and cultural celebrations.

Fillmore Jazz District

The Fillmore Jazz Preservation District, renamed "The Fillmore District," is located on Fillmore Street between Post and McAllister Streets. In recent years, the City has supported the revival of the Fillmore District as an entertainment destination, evoking the area's rich multicultural history.

The Fillmore District's distinct environment draws upon its diversity with a mix of cultures that contribute their own personalities. From its African American community, there are jazz and blues clubs. From the Japanese American community, there are culturally distinct restaurants and karaoke clubs. From the early days of rock and roll, there is the legendary Fillmore Auditorium.

Several local museums help visitors and locals alike learn about the Fillmore's rich past and embrace its future. The Fillmore boasts an eclectic mix of businesses: music clubs, shops and restaurants. It continues to echo the music of its birth, transcending boundaries, embracing diversity, and celebrating personal style.

Substantial investments have been made in the Fillmore Corridor as part of the closing out of the of the Redevelopment Agency's tenure in the Western Addition. Those investments include \$2.4 million in loans and technical assistance to businesses in the Fillmore Corridor including 1300, Rassales, Sheba Lounge, and Yoshi's. Another \$800,000 has been dedicated to marketing of the Corridor and loans and grants to small businesses for tenant and façade improvements and other business assistance.

African American Market Place

The International African Market Place is a Community Benefit stipulated in the Hunters Point Shipyard Phase 1 Disposition and Development Agreement. Aiming to provide economic opportunities for local Bayview-Hunter's Point businesses and artists, the International African Market Place serves as an African-themed festive outdoor setting for the display and sale of arts, crafts, sculptures, fabrics, and clothing and similar goods, as well as fresh, wholesome and healthy foods commonly found in a Farmer's Market. Additionally, it serves as a venue for the presentation of musical performances. A festival takes place annually in September or October in the Bayview neighborhood.

Museum of the African Diaspora

The Museum of the African Diaspora (MoAD) opened in 2005 with support from a variety of San Francisco departments. It was developed as the cultural component of the St. Regis Museum Tower project at Mission and Third Streets. MoAD's mission is to connect all people through the celebration and exploration of the art, culture and history of the African Diaspora.

The museum is a hub of activity for African-American culture and provides educational activities for youth and adults. The MoAD works closely with other African American organizations in the city. Many African Americans have visited MoAD, enjoying its engaging tours for visitors of all ages. Guides tailor group tours for K-12 classes, camps, youth organizations, college students, seniors, and social groups. The MoAD has become a tourist attraction for African Americans nationally.

The City increased support to the Museum by \$500,000 for two years to help retire debt associated with the opening of the Museum and to help ensure its success.

African-American Cultural and Arts Complex and Bayview Opera House

Renovations of the African-American Cultural and Arts Complex and Bayview Opera House took place in 2007 and 2008. The facilities received much needed internal and external facelifts that allow them to better support their activities. The organizations work with both adult and youth populations to bring arts and cultural programs to the African-American community.

The Culture Complex has become of hub of social activities hosting hundreds of African American exhibits and educational forums on topics relevant to the African American community.

Public Safety & Quality of Life



PUBLIC SAFETY & QUALITY OF LIFE

Nurturing and maintaining a vibrant and dynamic cultural and social life are important strategies to revive and fortify a strong African American community in San Francisco. At the one end, this means the support of existing pillar art and social organizations that authentically represent the fabric of the African American community. At the other, it means creating social and political spaces for African Americans to actively participate in the future of the City.

Feeling safe is fundamental to a feeling of belonging and pride in being a San Francisco resident. That is the case with San Franciscans of all racial and ethnic backgrounds. Many San Francisco African Americans, however, do not feel safe in the public arena and some even feel specially targeted by the law-enforcement establishment.

Significant progress has been achieved in all ten initiatives set forth by the Police and Safety implementation team. The accomplishments include the completion of the comprehensive Violence Prevention Plan, which emphasizes the use of community policing, the crime prevention Zone Strategy, and the Shot Spotter technology.

African Americans are more likely to be victims of serious injury due to assault of homicide and more likely to be identified as victims of child abuse, hate crime, domestic violence, and elder abuse than persons in any other ethnic group.

To enhance residents' formal collaboration in achieving public safety, the Police Department maintains working relationships with a number of community-based organizations and other city departments. These include San Francisco SAFE, Inc. (Safety Awareness for Everyone), the Community Courts Program, and the Community Partnership for Safer Neighborhoods (CPSN), among others. The aggregate of these efforts has led to the lowest rates in homicides and violent crimes since 1961.

Bayview district homicides are down 42 percent while violent crime plunged 17 percent. In 2009, 22 African-American males were murdered in San Francisco, cutting in half 2008's total of 44.

Community Policing

In our most violent neighborhoods primarily Bayview Visitacion Valley and the Westside Addition community police relations are strained, impeding cooperation and information. Community Policing is a policing strategy and philosophy built on the premise that community interaction and support help control crime and violence. Our San Francisco Police Department upholds community policing as the cornerstone of its operational philosophy. The department's mission is to protect life and property and work closely with the community by forming partnerships to prevent crime, reduce the fear of crime, apprehend those who commit crimes, and provide a safe environment.

The department maintains seven core community policing values that guide all community policing efforts, including the maintenance of a respectful and courteous partnership with community members; the maintenance of open and honest communication with community members; and leadership that is fair-minded, empathetic, and understanding, among others.



Public Health



PUBLIC HEALTH

African Americans face an alarming difference in health compared to all other ethnic groups in San Francisco. The San Francisco Public Health Department is a formal partner in multiple health consortiums which facilitate innovative programming to address the excessive differential in the health status of the African-American community with that of other ethnicities.

Healthy San Francisco

Low-income African Americans concentrated in public housing and other areas of the City where there is lower cost housing (for example, Bayview-Hunter's Point) are experiencing health disparities that may not be as striking in middle- and upper-income African Americans, who have access to the regular health care system and benefits such as health insurance, dental and eye coverage. This means that the challenge of addressing health disparities for San Francisco's African Americans is largely one of meeting the needs of its lower income population.

Healthy San Francisco is an innovative program designed to make health care services accessible and affordable to uninsured San Francisco residents. It is operated by the San Francisco Department of Public Health (DPH).

Healthy San Francisco is not insurance, but a reinvention of the San Francisco health-care safety net that will enable and encourage residents to access primary and preventive care. It provides a Medical Home and primary physician to each program participant, allowing a greater focus on preventive care, as well as specialty care, urgent and emergency care, laboratory, inpatient hospitalization, radiology, and pharmaceuticals.

More than 4,500 African Americans have enrolled in this innovative program to increase health access. A significant portion of those living in public housing receive Medi-Cal to access health care. In terms of total access to health care, the Healthy San Francisco program significantly reduces the number of African Americans without health-care access.

Bayview Child Health Clinic

Through a public-private collaboration with the City, the California Pacific Medical Center established a pediatric health center that provides child health-care services to the families of Bayview-Hunter's Point. For too long, too many of the children in the Bayview have had to travel outside the neighborhood to see a doctor and get the medical care they need. The Bayview Child Health Clinic provides more than just care for families; it provides peace of mind, knowing there is someone nearby who can help.

African American Health Disparity Project (AAHD)

Over the last four years, the Hospital Council's African American Disparity Project team has made significant progress in addressing health care disparities, taking a truly unique approach that reflects a commitment from the highest levels of San Francisco's hospital leadership. Key accomplishments include:

- Getting every hospital in San Francisco to develop an individual plan to address health disparities
- Linking community residents with trained "navigators" and "community ambassadors" to help patients more effectively figure out and use the health care system
- Publishing biweekly articles on important health care topics in local African American newspapers
- Increasing education, prevention, early detection and treatment of prostate cancer among African American men
- Providing a pledge statement to patients in every San Francisco hospital African American Health Initiative (Health Promotion)

The African American Health Initiative (AAHI) was created to address the significantly poorer health status and health outcomes disproportionately affecting the African American community. The most recent review of premature mortality for San Francisco residents continues to show increased years of lost life for African Americans in every disease or condition leading to death. Outcome disparities occurred in ischemic heart disease, stroke, cancers (lung, colorectal, and breast cancers), diabetes mellitus, hypertensive heart disease, HIV/AIDS, Hepatitis C, hypertension, drug poisoning (substance abuse) and violence (community, domestic and family); other reports show disparities in mental health and stress, and other factors related to environmental injustice (including acts of racism).

The Community Programs Division

This innovative effort is supporting community-based African American health leaders' planning effort to establish recommendations for the community and the Department to consider for improving the health of African Americans and other groups. Community Programs is completing a Division-wide health equity plan that addresses the health of African Americans. The framework for this proposed work parses the causes of poor health and disparities into the categories of social inequities, institutional power, neighborhood conditions and risk behaviors.

African-American stakeholders submitted a list of recommendations to Community Programs regarding improving the health of its community in Fall 08. Furthermore, these recommendations were integrated into the Community Program's department-wide planning process of Spring 2009. Currently, there is also an internal health equity leadership group of Community Program section leaders who have identified African-American health as one of its primary areas of focus.

Environment Justice





ENVIRONMENTAL JUSTICE

African-Americans and the poor often bear the unacceptable burden of facilities that have a negative environmental impact on the community. The historical separation of the races has led to a disproportionate number of pollution sites being located in vulnerable African American communities. This represents environmental injustice. The African American community has worked with the City to facilitate mitigation of environmental hazards in their communities and such solutions to pollution problems represent environmental justice. Environmental justice is the equal protection of all people with respect to environmental issues and is a priority for this administration.

Environmental Justice Program

San Francisco administers one of the largest Environmental Justice (EJ) grant programs in the country. Since 2001, the City has provided more than \$11 million in EJ grant awards to non-profit groups serving the Southeast area of the City, drawing down on a special fund that was originally appropriated by the State in 1998. The City's EJ grant awards have supported numerous community projects serving Bayview Hunters Point and Potrero Hill in the Southeast area, focusing on preventing and reducing air pollution, and promoting energy efficiency and renewable energy systems.

Additionally, the EJ program addresses community concerns and leverages funding provided by state, federal and private foundation sources. These efforts include:

- Addressing food security concerns in the Southeast area by supporting neighborhood efforts to grow and harvest fresh produce in community gardens and urban farms, and operating a local farmers market in Bayview Hunters Point using State and federal funds;
- Promoting renewable energy by funding the installation of more than 80 photovoltaic solar energy systems on low-income homes, senior care facilities, child care centers and other non-profit buildings in the Bayview Hunters Point and Potrero Hill neighborhoods, and working with local non-profit groups to provide job training in solar energy;
- Improving indoor air quality and reducing toxic contaminants by providing educational workshops to Bayview Hunters Point outreach workers and low-income residents living in public housing, and encouraging the use of alternative "green" household cleaning products and non-toxic pest control products. This indoor air quality project has been supported by state and federal funds.

The EJ program currently oversees the development of a green jobs training program at the Department of the Environment, called SF Environment Now! With federal stimulus funding, SF Environment Now! employs several dozen low-income residents to perform community outreach and educational services. The SF Environment Now! workers encourage residents and businesses to recycle and compost, and save money by installing energy efficiency measures under the City's Energy Watch program. SF Environment Now! workers are also helping to "green" our neighborhoods by planting trees and helping to establish community gardens.

Power Plant Closure Efforts

For years, the City has fought to close the two large power plants in San Francisco, through efforts by the Power Plant Task Force, the support of community leaders, active involvement by the Board of Supervisors, the Mayor, collaboration with PG&E and analytical support from the San Francisco Public Utilities Commission (SFPUC). Through these efforts the Hunters Point Power Plant was closed in 2006. In January 2010, Mayor Newsom received a long-sought commitment from the California Independent System Operator (CAISO), the nonprofit that oversees the reliability of California's electric grid that will allow the complete closure of the polluting Mirant-owned Potrero Power Plant in San Francisco by the end of 2010. The closure of the Potrero Power Plant will bring an end to a long history of health and environmental burdens borne by the residents living in the southeast section of San Francisco. The Potrero Power Plant is the last remaining in-city fossil generating unit and one of the oldest and dirtiest plants in California, operating using a once-through cooling system that does not meet current standards for protecting the Bay and its aquatic resources.

The Potrero Plant resides on property that is contaminated by polycyclic aromatic hydrocarbons (PAHs) from former manufactured gas plants that occupied the area since the early 1870s. The contamination resides in the fill at the site and underneath the offshore Bay sediments. Port of San Francisco (Port) staff is monitoring the site investigation and cleanup plans which are being prepared with regulatory oversight from the Regional Water Quality Control Board. The closure of the Potrero Power Plant will facilitate the remediation of PAH contamination at the site, facilitating new jobs-generating uses at the site, and will ultimately be an important step towards remedying this long-standing environmental injustice.

City departments including the SFPUC and the Port with a significant presence in the City's southeastern neighborhoods have also developed policies to promote environmental justice, as described further below, Environmental Justice Policy of the San Francisco Public Utilities Commission.

The City Charter directs the San Francisco Public Utilities Commission (SFPUC) to develop and implement environmental justice guidelines. Approved in the fall of 2009 with input from many stakeholders and residents from the Bayview Hunters Point, SFPUC's Environmental Justice Policy commits the SFPUC "to prevent, mitigate, and lessen disproportionate environmental impacts of its activities on communities in all SFPUC service areas and to ensure that public benefits are shared across all communities." This commitment is manifested in a variety of programs and operations.

GoSolarSF Solar Incentive Program

Launched in July 2008, GoSolarSF encourages installations of solar power systems in San Francisco by offering onetime incentive payments to reduce project costs. Several aspects of the solar incentive program offer benefits to environmental justice communities. A Nonprofit Incentive is available to affordable housing providers. An Environmental Justice Incentive is available for properties located in zip codes 94107 (Potrero Hill) or 94124 (Bayview Hunters Point), as well as low income households enrolled in the CARE or CALHome programs. A Low Income Incentive is offered to applicants below San Francisco's median income.

CONCLUSION

In addition to the accomplishments of the African American Task Force Implementation teams, there have been other successes. The environment had been a particularly vexing issue impacting the City's African American community. To significantly decrease negative environmental impact, the Mayor facilitated the shutdown of both power plants in the southeastern part of the City. With the assistance of House Speaker Nancy Pelosi, who represents San Francisco, Mayor Newsom has secured an unprecedented \$680-million in federal appropriations to ensure the Hunters Point Naval shipyard is cleaned to residential standards.

Last year was an extremely active year in which many of the initiatives brought forward by the various teams have been either partially implemented or completed. It is without question that the City still has a distance to travel to improve the lives of its African American population and to both retain and attract more African Americans to live in the City.

In 2010, the implementation team's goal will be two-fold: Ensure 1) prolonged existence of the successful initiatives, and 2) the programs and policy changes implemented will lead to sustainable changes for improving the quality of life for African Americans.

NEXT STEPS

Implementation Teams

Implementation of the strategies contained in this report and an Implementation Team comprised of staff from key city agencies is conducting monitoring for effectiveness and progress. The Mayor has assigned a staff person in each of the departments that have a role in carrying out the strategies included in this report and the team has direct accountability to the Mayor through his Deputy Chief of Staff or the head of one of the key city departments.

The team includes staff from the Mayor's Office of Economic and Workforce Development, Mayors Office of Housing, San Francisco Redevelopment Agency, Department of Children Youth and their Families, Communities of Opportunity, The San Francisco Police Department, Human Services Agency, First 5, Department of Public Health, and Arts Commission. Individuals on the team are the coordinators and point people within their agencies, and they ensure that the strategies that fall within their respective departments are being implemented. Overall, the Implementation Teams will be responsible for overseeing and tracking the execution of strategies and will provide annual reports to the Mayor on progress.

Key Opportunities

With billions of dollars slated for investment in the southeastern part of the city over the next decade, there is a significant opportunity to harness the investments in ways that benefit the African American community in terms of housing, economic development, and quality of life. Key proposed future projects include revitalization of the Hunter's Point Shipyard, redevelopment of the Schlague Lock site in Visitation Valley, and revitalization of some of the city's largest public housing developments in the City.

In addition to the housing and economic development opportunities in the pipeline, significant public system reforms focused on the service delivery system and public schools are also under way. While these efforts are squarely aimed in part at improving African American neighborhoods and addressing disparities in terms of academic and social outcomes experienced by African Americans, they will only truly be successful with substantial involvement from the African American community itself.