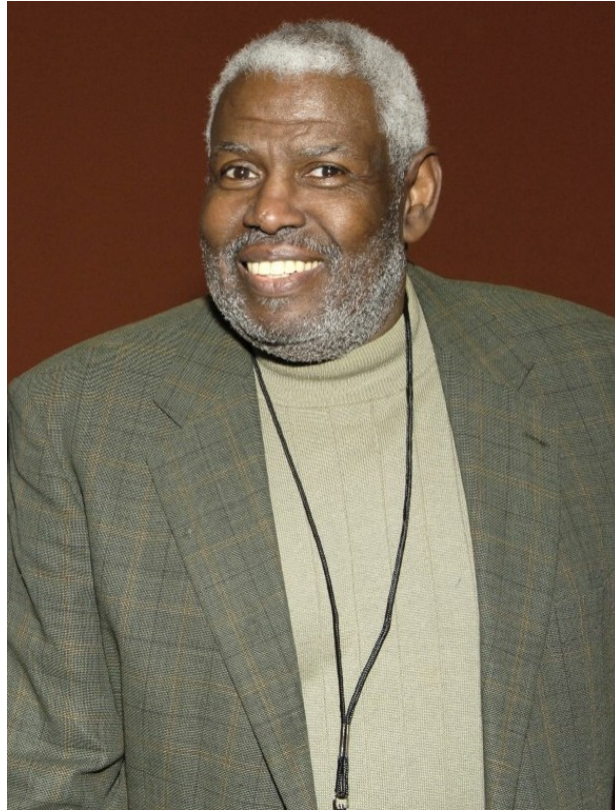


2009

Report of the San Francisco
Mayor's Task Force on African-
American Out-Migration





This report is dedicated to Eugene Coleman who worked tirelessly to improve the quality of life for African-Americans living in San Francisco. Mr. Coleman served as a valuable member of the Out-Migration Task Force until his death in late 2007.

1937-2007

Report of
The San Francisco Mayor's Task Force on African-American Out-Migration

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Dear San Franciscans,

We as a city stand alone as the densest collection of culture, ethnicities, and races anywhere in the United States. It is part of what makes San Francisco a world class place to live, visit, or do business. While cultural pockets around the city thrive and continue to experience neighborhood evolution, the story of African-Americans in San Francisco reveals a different kind of story. In spite of the realities of economic growth and human capital investment that have marked the past decade in San Francisco, our African-American citizens face very real achievement and earnings gaps, social factors that have led in part to a disturbing trend which we can now quantify: out-migration.

San Francisco boasts an impressive portfolio of cultural contributions from African-Americans across academia, arts, political leadership, and music. From the iconic Fillmore Jazz neighborhood to prominent civic leaders who have shaped San Francisco's storied past, this is an undeniably multi-cultural city. Dockworkers at the Hunter's Point Naval Shipyards and teachers in public schools across the city have left an indelible positive imprint on our city. But data shows we're experiencing African-American out-migration, and its time we reverse this trend.

I, joined by Supervisor Sophie Maxwell, have convened the African-American Out-Migration Task Force not to enshrine and codify the hundreds of disparity reports, but to direct real action toward turning the tide on this three-decade phenomenon that threatens to compromise the diversity of our city. This report serves as a living document to be used by city departments, community based organizations and advisory groups for the purpose of improving the quality of life for African-Americans in San Francisco.

Therefore, I am calling for the creation of special implementation teams to ensure that strategies, milestones, and objectives are achieved to provide opportunity for low-income African-Americans, re-establish an African-American middle class, and attract African-Americans back to the city. These teams shall be formed around issue areas that must be addressed immediately to impact currently unacceptable outcomes for African-Americans in the City.

Long overdue community transformation and improvements are underway to assure that those who have sacrificed greatly in the name of diversity and equality have an opportunity to benefit and thrive. This report represents the City's unwavering commitment to substantive and measurable improvements in areas where poverty seems most intractable. I am confident that we will all continue to work together to foster, advance and claim our rightful destiny as the nation's greatest example of urban excellence. Thank you for your continuing support.

Sincerely,

A handwritten signature in black ink, appearing to read "Gavin Newsom". The signature is fluid and cursive, with a long horizontal stroke at the end.

Gavin Newsom
Mayor

“The contributions of African-Americans to the greatness of San Francisco cannot be overstated”



City officials and concerned citizen leaders have addressed the issue of a declining African-American population in San Francisco in previous reports, but the continuing trends— that became apparent more than 30 years ago— have sparked another call to action. Alarmed by the out-migration of African-Americans, Mayor Gavin Newsom and Supervisor Sophie Maxwell appointed the Task Force on African-American Out-Migration to study the issue and identify viable solutions and key strategies to reverse the trend.

Since mid-2007, task force members collaborated with a San Francisco State University research team and the staffs of two San Francisco agencies (Community Development and Redevelopment) to collect and analyze data. They interviewed African-Americans who left the City and those who remain residents. In addition, they examined data trends and policy strategies in cities that experienced increases in the African-American population during the period in which San Francisco experienced a decline.

The task force and its collaborators addressed their task in two phases. The first phase focused on review and discussion of the data gathered by the SFSU research team on the current profile of the City’s African American community — social, educational and economic patterns, as well as age and gender — in order to deepen the task force’s understanding of the multiple factors driving the population decline.

In the second phase, after careful deliberation, the Task Force members identified five key areas on which it would focus its attention and make its recommendations for action. They are: Housing, Education, Jobs and Economic Development, Public Safety and Quality of Life and Art and Cultural Life.

This African American Out-Migration Task Force was not convened for the sole purpose of producing a report. Its mandate was to develop action recommendations which would be implemented by City Officials and the community — not just to slow the out-migration of the African-American population, but to reverse that three-decade trend.

“Decades of damaging public policy and legislation have contributed to the departure of thousands of African-American families.”



What follows is baseline information about African American migration patterns to and from San Francisco, task force recommendations, a review of projects and policies already in place and a team implementation plan for moving forward.

Members of the task force include lifelong civil rights activists, key policymakers, city representatives, community organizers in the areas of violence prevention, arts, and social justice, professors, lawyers, and business leaders, all of whom represent the diversity of the African-American experience in San Francisco.

Task Force Members

Aileen Hernandez, Chair

Reverend Amos Brown, Third Baptist Church, NAACP

Cedric Brown, Mitchell Kapor Foundation

Barbara Cohen, African-American Action Network

Larry Chatmon, San Francisco State Doctorate Candidate

Regina Davis, San Francisco Housing Development Corporation

Darolyn Davis, Davis Public Relations

Greg Gordon, Juvenile Probation, San Francisco

London Breed, African Art Cultural Complex

Sharen Hewitt, CLAER Project

Tinisch Hollins, Mayor's Office of Neighborhood Services

Charles Huff, C. Lawrence Staging

Fred Jordan, African-American Chamber of Commerce

Rhonda Magee, Professor of Law, University of San Francisco

Cheryl Polk, Former Executive Director of the Mimi and Peter Haas Fund

Warren Pulley, Pulley, Cohen, and Associates

Doris Ward, Former County Supervisor and Assessor

Lisa White, Professor of Geology, San Francisco State University

Larry Saxton, PHD Candidate, San Francisco State University

Advisory Committee

Ernest Bates

Ambrose Carol

Greg Gordon

Montel Jennings

Millard Larkin

Alen Loving

Toye Moses

Larry Saxxon

Dianne Wesley Smith

Arnold Townsend

“San Francisco has a unique opportunity to change the trajectory of the African -American migration.”



A Call to Action

Out-migration can be described as a movement or resettlement of groups of people from one city to another. Out-migration usually refers to movement patterns that result in a rapidly decreasing population that was once drawn to a particular geographic location.

Key areas that illustrate the conditions of San Francisco's African-American community are population, economic development opportunities, and housing and homeownership. The current social, economic, and political conditions of African-Americans living in San Francisco are dire. For example, the median income of African-Americans in San Francisco, \$35,200, is nearly half that of Whites, \$70,800. The African-American unemployment rate, 10.4 percent, far exceeds that of any other racial or ethnic group in San Francisco. Even as housing and homeownership are key issues for all communities, the mortgage rejection rate for African-Americans is far above any other group, as one in every three applications by African-Americans in San Francisco is rejected.

Along with the economic barriers, African-Americans in San Francisco are arrested at more than twice the rate of all other racial groups combined, and African-American students have the highest dropout rate among first-year high school students, at 6.1 percent.

These conditions require an immediate and effective response if we hope to curb out-migration and thus have prompted the Task Force's call to action. The need to actively engage in transforming these conditions is a key mandate of this Task Force.

“Now is the time for action, the survival of African-Americans in this city requires extreme collaboration and participation.”



History

African-Americans have been a part of San Francisco since the Gold Rush. William Leidesdorff, a Caribbean immigrant of African and Danish heritage, was the captain of the first steamship to enter San Francisco harbor and later served as the City's Treasurer, becoming a significant civic leader. The City recognized his contributions to its political, social, and economic development by naming a downtown street after him.



William Leidesdorff

The African-American population experienced significant growth from the Gold Rush through the 1970's. The number of African-American residents was small until the mid-1900s. In 1910 there were only 1,642 African-Americans in San Francisco. By 1930, 3,803 African-Americans lived in the City, according to the U.S. Census. That was only one-half percent of the population. By 1940, the number grew to 4,846.

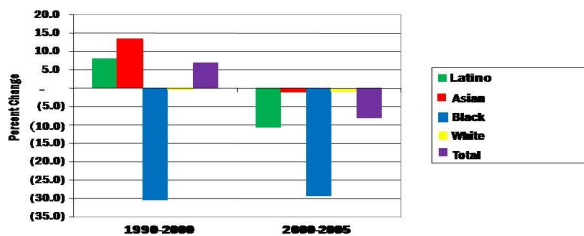
It was World War II that brought a sharp uptick in the City's African-American population. Because San Francisco and other Bay Area communities became centers for military-related jobs, African-Americans and others flocked here from the poor rural South and Midwest for work. By 1950, the San Francisco African-American population was about 43,000, almost an 800 percent increase from 10 years earlier.

Over the next two decades, the City's African-American population continued to grow, peaking in 1970 at about 88,000 with a thriving economic, cultural and social community life in the Fillmore and Bayview-Hunter's Point. Then, gradually, the decline began.

"We have been here for generations and helped build this city, we must stay and make life better."

Population

Percent Change in San Francisco Population By Race



Source: U.S. Census, 1990 and 2000, Estimated 2005

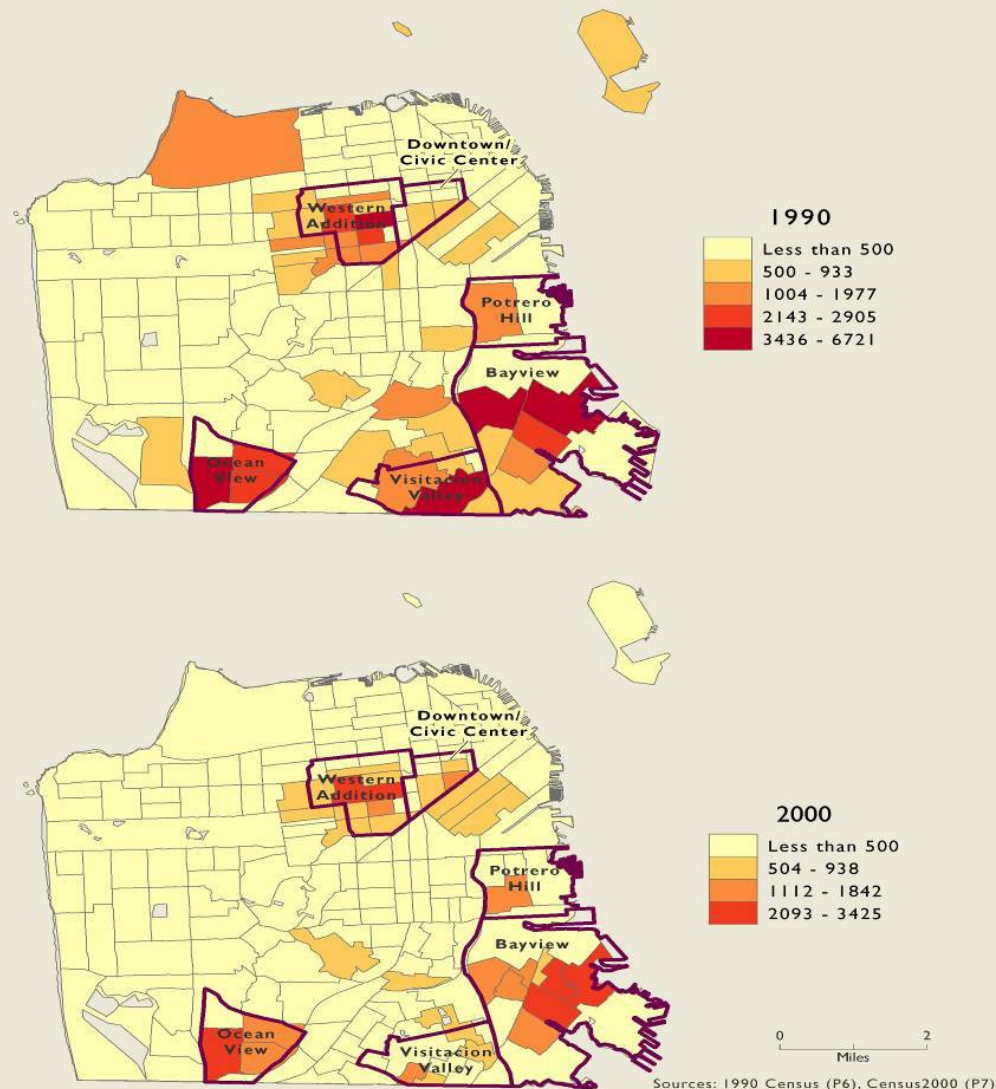
The most recent estimate in 2005 placed the African-American population in San Francisco at 46,779 persons, or about 6.5 percent of the City's population. In 1990, the African-American population in San Francisco was 78,989 persons, or about 10.9 percent of the population.

The California Department of Finance projects San Francisco's African-American population will continue to decline to 32,300 persons in 2050, or



4.6 percent of the total population projected for that year. In 1990, there were nearly 30,500 African-American households (10 percent of all San Francisco households). By 2000, the number of African-American households had declined by 20.3 percent, while the number of non-African-American households had increased by 11 percent. African-American households continued to decline by an additional 10.5 percent to 21,725 in 2005, for an overall decrease of 28.7 percent since 1990. Very-low-income African-American households as a proportion of all African-American households in San Francisco increased from 55 percent in 1990 to 68 percent in 2005. This indicates the dramatic decline of middle to upper middle-income African-American households during that period – 33 percent for middle-income households and 63 percent for upper middle-income households since 2000.

African American Population 1990 - 2000
Count by Census Tract



“I was born here and raised three kids here, I am not going anywhere, San Francisco is my home .”

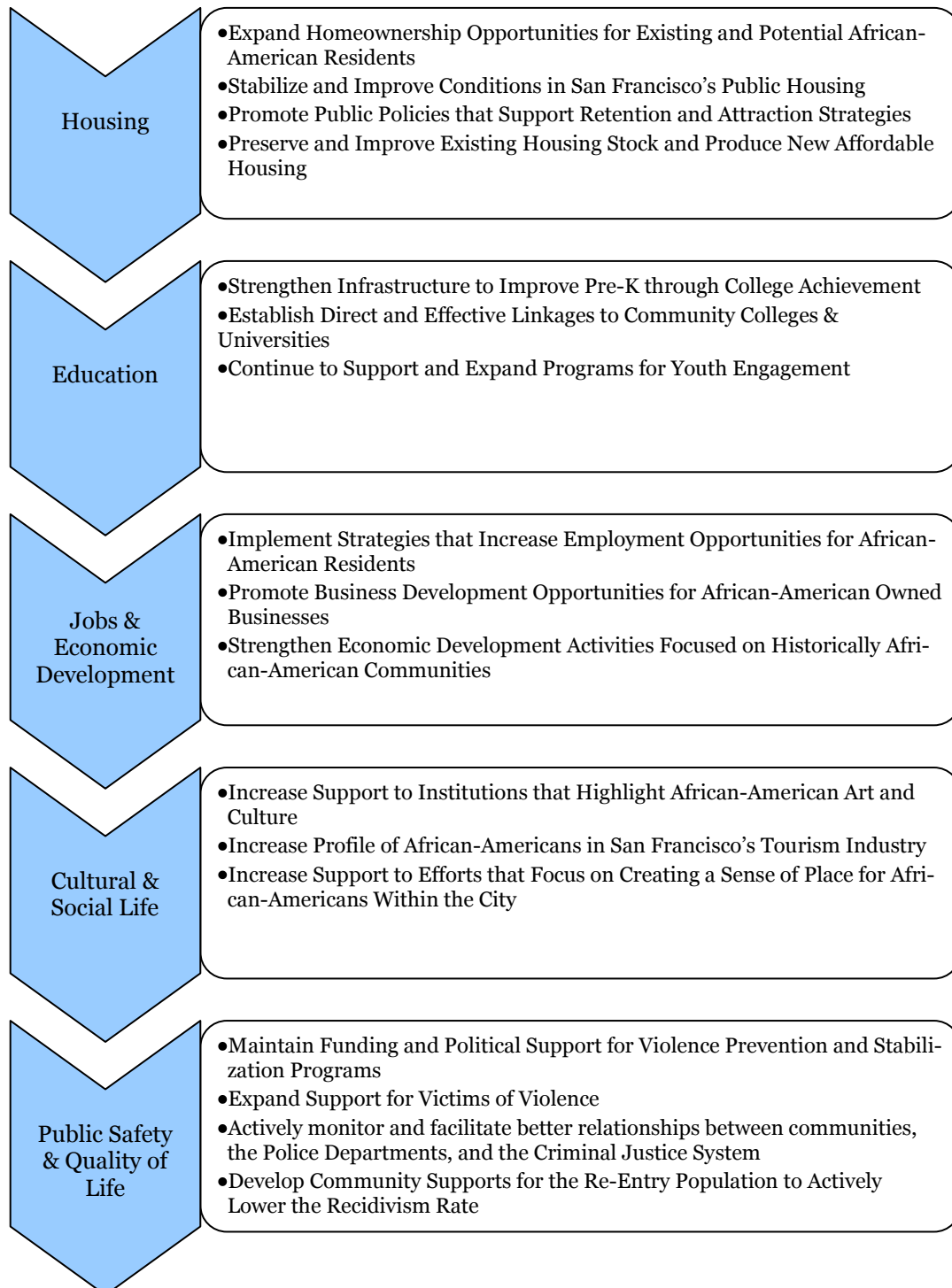


- The number of African-American families in San Francisco has declined at a disproportionately greater rate than non family African-American households.
- With decreasing numbers of middle and upper middle-income households since 1990, the percentage of very low-income households increased from over one-half of African-American households in 1990 to over two-thirds in 2005.
- In 2000, one quarter of African-Americans lived in poverty, more than twice the number of non African-Americans.
- The unemployment rate among African-Americans in the labor force from 1990 to 2005 was consistently over twice that of non African-Americans.
- From 1997 to 2002, African-American owned businesses declined by nearly one quarter and African American business receipts fell by 60.7 percent, although the number of persons employed by African-American businesses increased.
- The proportion of homeowners among African-Americans increased slightly since 1990, perhaps due to a greater rate of out-migration among renters than among homeowners. This would be consistent with other findings that highlighted housing as a primary reason for moving among African-Americans in California.

“The re-establishment of an African-American middle class in San Francisco is key to addressing out-migration.”



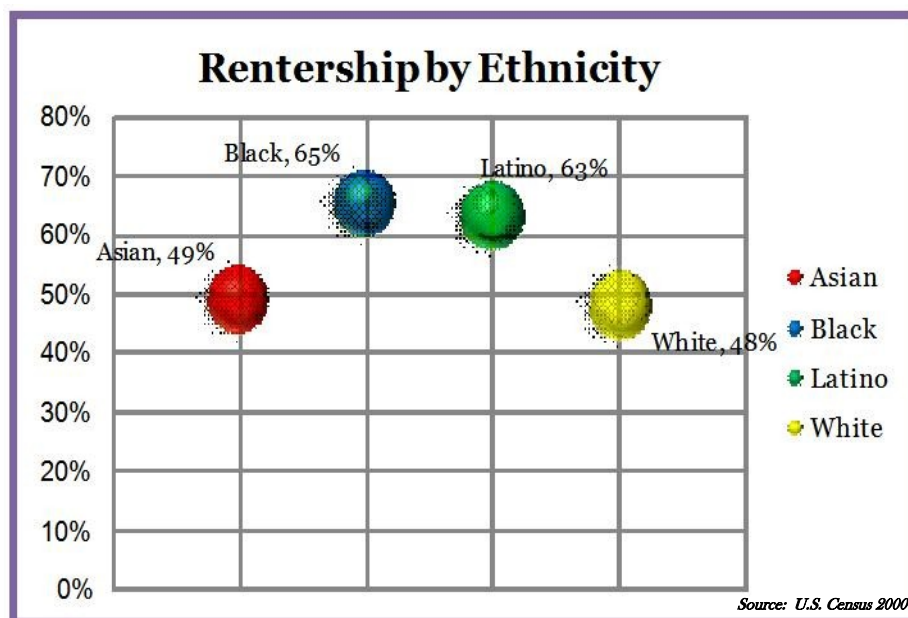
The government of San Francisco and its many partners are limited in what they can do to reduce or eliminate the “pull” factors that have influenced African Americans to leave the City. But policies and practices of City government and other stakeholders can help stem the outflow and even entice more African-Americans to make a home and establish roots in San Francisco, while making them feel like an integral part of the City’s stability and vibrancy.



Section 1 - Housing

Quality, affordable housing is central to deciding which community an individual chooses to call home. In San Francisco, African-American renters and home owners struggle with the quality and cost of their residences. Nearly a quarter of San Francisco African-Americans are living in homes in need of severe or moderate repairs, a rate that is more than double that of Asians (9 percent) and Whites (10 percent). At 4,743, African-Americans comprise nearly half of all San Franciscans who live in public housing. Additionally, one-third of the 9,799 Section 8 household voucher residents in San Francisco are African-Americans. Combined, this data strongly suggests an urgent public policy need to address housing strategies to alleviate these conditions for African-Americans in the City.

There is a need for attraction strategies that increase housing stock and ensure that San Francisco has housing that meets the needs of middle-income African-Americans, the group that has experienced the sharpest declines in recent decades. In terms of retaining African-Americans in the City, there is a need for strategies that preserve and improve the existing housing stock, especially housing for very low-income African-Americans who now comprise the majority of the African-American population in the City.



Housing Recommendations

Expand Homeownership Opportunities for Current and Potential African-American Residents

- *Develop Tax Credit finance strategies to assist current residents achieve homeownership.*
- *Create and promote legislation requiring the following:*
 - √ *Consistency between both the San Francisco Redevelopment Agency (SFRA) and the Mayor's Office of Housing (MOH) programs by eliminating or lowering down-payment requirements.*
 - √ *Underwriting guidelines for San Francisco Redevelopment Agency's Below Market Rate (BMR) program to be consistent with government controlled Fannie Mae & Freddie Mac (100 percent financing on a fully documented loan with a 45 percent debt-to-income ratio), similar to MOH existing program.*
 - √ *A down-payment assistance fund to assist in the purchase of both MOH and SFRA Below Market Rate units.*
 - √ *A San Francisco Rescue Loan Program to assist distressed homeowners impacted by predatory loans.*
- *Work with African American realtors to market housing opportunities, sell property, and expand outreach to the African American community to increase their applications for rental and ownership opportunities.*

Stabilize and Improve Conditions in San Francisco's Public Housing

- *Provide existing public housing residents with Section 8 vouchers that can be used to support future home purchases.*
- *Institutionalize Eviction Prevention strategies for the San Francisco Housing Authority, and continue supporting the Season of Sharing's model.*
- *Fully fund the HOPE SF Fund on an annual basis and appoint an oversight body to ensure effective implementation without displacement.*

Promote Public Policies that Support Retention and Attraction Strategies

- *Improve the "Certificate of Preference" program by: extending the expiration date on existing certificates, extending their benefits to additional generations of family members, and allocating funds for home ownership "down payment" assistance, specifically for families using the Certificate of Preference program.*



- *Create legislation providing below market rate buyers a minimum three percent appreciation per year as a wealth-building strategy (A successful example exists in Santa Ana, CA).*
- *Dedicate additional funding to build and sustain the capacity to provide financial fitness and homeownership education.*
- *Provide financial and political support for an explicitly African-American community-based organization, which will focus on issues of housing and homeownership education in the African-American community.*
- *Allocate additional resources to increase the capacity of existing Individual Development Accounts (IDA) programs tied to homeownership.*

Preserve and Improve Existing Housing Stock and Produce New Affordable Housing

- *Through legislation, assist with capital improvement projects for existing co-op owners at King/Garvey, St. Francis, Unity, and North Ridge.*
- *Provide funding for technical assistance to co-op governing boards.*
- *Produce family-oriented affordable housing.*
- *Increase the number of qualified African-American public school educators through an aggressive recruitment campaign working with the Association of Black School Educators and the California Coalition of Black School Board Members.*

Establish Direct and Effective Linkages to Community Colleges & Universities

- *Work with the Southeast campus of City College on the creation of an aggressive bio-tech training program.*
- *Strengthen partnerships between the San Francisco Unified School District and San Francisco State University, the University of San Francisco, the University of California at San Francisco, and City College of San Francisco to provide educational opportunities for African-American youth on college campuses (e.g., SF Promise, Gateway to College, Step to College program, Science and Health Education Partnership, Concurrent Enrollment Program, research internships with professors and college students, etc.)*
- *Assist high school dropouts and students at risk of dropping out with enrolling into programs that are available at City College of San Francisco.*

Continue to Support and Expand Programs for Youth Engagement

- *Expand Youth Workforce Development and target neighborhoods with the highest concentrations of crime and violence. The Mayor's Youth Employment and Education*



Housing Recommendations in Action

HOPE SF is a national model for comprehensive capital and infrastructure development. This \$95 million effort provides 1:1 replacement that does not displace residents. Establishing housing for all levels of income is imperative to maintaining and attracting African-Americans to San Francisco. It begins with the following public housing developments:



- Hunters View
- Alice Griffith
- West side Courts
- Potrero Hill
- Sunnydale

These new mixed-income developments will collectively produce more

than 500 new affordable housing units.

The Fillmore Jazz Heritage Project is the largest African-American project in San Francisco history. This project is a dramatic new 13-floor high rise in an historic district of San Francisco. There are 80 one, two, and three bedroom condos with affordable and market rate units.



New SFRA Certificate of Preference Program

In 2008, the Redevelopment Agency Commission passed legislation that extends the expiration date and expands the Certificates of Preference Program to include children of the original head of household. Also in 2008, the Mayor co-sponsored, and the Board of Supervisors passed, legislation to expand the program to all affordable housing throughout the city. In 2009, the Redevelopment Commission will consider an expansion of the program to cover third generation certificate holders to make sure displaced families have an opportunity to take advantage of the program. Between the Redevelopment Agency and the Mayor's Office of Housing more than 600 affordable housing units are developed annually. This has allowed African-American families to purchase homes in SF Redevelopment Agency developments in the targeted neighborhoods and throughout the City. To facilitate these purchases, the San Francisco Redevelopment Agency and Mayor's Office of Housing have allocated funds for down payment assistance support .



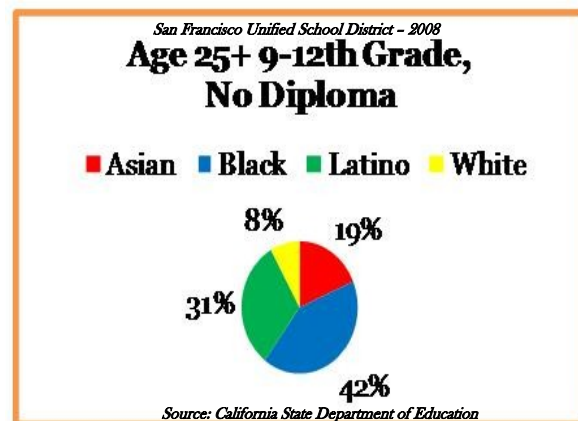
Section 2 - Education

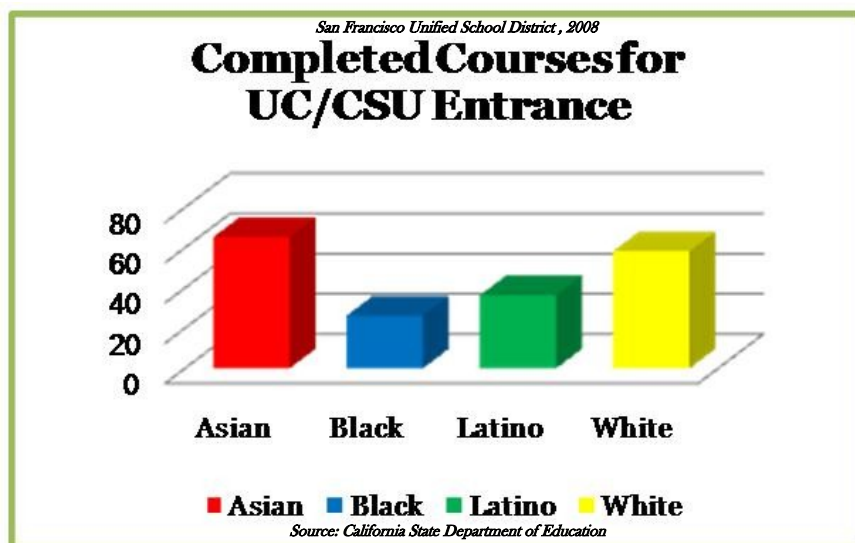
In a Black Enterprise Magazine survey of African-Americans living in cities considered desirable to African-Americans, many respondents cited the education system as a major factor in making that city an attractive place to live. In San Francisco, only 26.3 percent of African-American high school graduates have taken the classes required for University of California or California State University entrance, compared to 58.3 percent of Whites. Less than 25 percent of African Americans in San Francisco over the age of 25, are high school graduates. In the Fall of 2008, the School District reported a total student enrollment of 55,272 students, 12.3 percent (6,182) of whom were identified as African American. Of its 4,027 certificated employees, only 4.9 percent were identified as African American. Across a range of educational indicators, which include test scores, graduation rates, university attendance, and graduate studies, there is a clear gap between African-Americans and other ethnic groups in the City. This reality requires a commitment from the City to truly effect change. The District adopted a four-year strategic plan in 2008 for a quality education system that would greatly reduce the “achievement gap” that currently exists between racial and ethnic groups. Elements of that plan – like the Balanced Score Card (BSC) and “New Day for Learning”- are now in place and will need to be evaluated. The following are recommendations in the area of education.

Education Recommendations

Strengthen Infrastructure to Improve Pre-K-through College Achievement

- *Support efforts to increase the enrollment of children in quality preschools, particularly in low income neighborhoods.*
- *Establish and promote schools and educational approaches with a proven track record of high achievement among African-American students.*
- *Support placing Wi-Fi throughout low-income communities and public housing sites and provide low-income families with greater access to computers as a strategy to bridge the digital divide.*
- *Support full implementation of the Balanced Scorecard and Partnership for Achievement, and encourage the Mayor's Office and other branches of City government to work closely with the San Francisco Unified School District Superintendent, school principals, and parents to track, monitor, and improve the performance of African-American youth enrolled in District schools.*
- *Implement A New Day for Learning program at 5 key “early adopter schools” : Burton High School, John Muir Elementary, Drew Pre-K-3, Hillcrest Elementary, and Revere K-8*
- *Expand after school programs.*





Program serves as an intermediary between employers and youth and offers the following: youth employment opportunities (as needed by employers), training for youth and employers, and technical assistance to employers on how to effectively incorporate youth into their offices.

Education Recommendations in Action

SF Promise (Partnership for Achievement) — This visionary program guarantees acceptance at S.F. State for each eligible 6th grader who completes seven years of college prep courses, starting in the 2009-2010 school year. S.F. Promise will provide college planning workshops for all families and students in the 6th and 9th grades. Sophomores will be able to take the PSAT for free and there will be SAT and ACT preparation workshops for juniors. Over 19,000 students in total will be eligible for services.

Gateway to College — This program serves at-risk youth, 16 to 20 years old, who have dropped out of school. The program gives students the opportunity to earn a high school diploma while earning college credits. Students simultaneously accumulate high school and college credits, earning their high school diploma while progressing toward an associate degree or certificate.

Jamii – Saturday School- Beginning January 2010, this effort will target the developmental and educational concerns of young African-American boys in the 3rd, 4th, and 5th grades. Over 500 young boys will participate in this innovative model of enhanced education through relevant gender and cultural engagement.



Balanced Scorecard— In 2008, The Board of the San Francisco Unified School District unanimously approved the Superintendent’s plan to institute a Balanced Scorecard across the district and to aggressively address the achievement gap with an explicit intent to diminish the predictive power of demographics.

Center for Academic Re-entry and Empowerment (CARE) Program — This program of the Department of Children, Youth and Families (DCYF) serves at-risk and in-risk youth from the Bayview neighborhood who have dropped out or disconnected with SFUSD. CARE provides a place in the neighborhood for youth to come and receive life skills classes which can count towards academic credits, personalized academic plans, and support. Parents also play an active role in this program through the Family Resource Center services on site.



Section 3 - Jobs & Economic Development

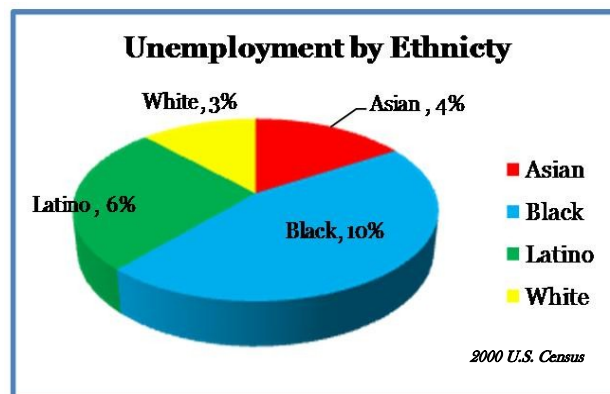
San Francisco's high cost of living requires commensurate economic opportunities and stability to retain residents of all racial and ethnic backgrounds. African-Americans, however, lag behind the rest of the City in almost every key economic indicator and face significant challenges to addressing the disparities that exist. In San Francisco, the per capita income for African-Americans is 56 percent less than that of Whites. Twenty-eight percent of African-Americans live below the federal poverty line compared to 9.4 percent of Whites and 11.8 percent of residents Citywide. About 20 percent of African-American residents over the age of 25 have attained less than a high school diploma compared to 7.8 percent of Whites, and 15.4 percent Citywide. At 10.4 percent, the unemployment rate of African-Americans in San Francisco is the highest in the City and is over three times that of Whites. African-American owned businesses (those registered with the U.S. Small Business Administration) comprise about 4 percent of all small businesses in San Francisco. After the passage of Proposition 209, there were approximately 42 percent fewer African-American owned and certified businesses in 2007 as compared to 2004.

These facts make workforce development and economic opportunities key areas of concern for the Task Force. The data suggest that strategies are needed that focus on stimulating, energizing, and growing business development and employment opportunities for African-Americans in the City.

Jobs & Economic Development Recommendations

Implement Strategies that Increase Employment Opportunities for African-American Residents

- *Create robust education and workforce strategies that prepare African-American residents for jobs in growing and emerging industries such as the green collar jobs sector, construction, health care, and others.*
- *Strengthen job readiness training programs that remove barriers to employment to prepare young African-American men for occupational skills training, education, and employment.*



- *Increase the capacity of Western Addition and Southeast One-Stop Career Link Centers and other community based workforce programs to ensure access to quality services (e.g. resume writing, job search, and interview skills) for the African-American Community.*
- *Strengthen local and First Source Hiring policies to ensure that low-income minority residents have access to employment opportunities.*
- *Engage middle & high school students in career ladder programs that prepare them for viable industries.*
- *Increase the capacity of community based agencies to provide robust workforce services.*

Promote Business Development Opportunities for African-American Owned Businesses

- *Where there are DBE or SBE goals established, find ways within the constraints of proposition 209 to establish tracking by specific racial groups, including African-Americans.*
- *Establish an Outreach Officer/Advocate to encourage and assist African-American businesses to do business with the City.*
- *Establish a new jobs initiative focused on African-American males in the young-adult age group.*
- *Improve enforcement of existing LBE and DBE policies.*
- *Provide training to selection boards on assessment of MBE, WBE, SBE applications.*
- *Increase civic support and communications with African-American business organizations such as the African-American Chamber of Commerce.*

Strengthen Economic Development Activities Focused on Historically African-American Communities

- *Ensure the economic viability of the Fillmore by implementing a plan for economic development.*
- *Ensure that the Hunter's Point Shipyard Development is fully integrated into an economic development plan for Bayview Hunter's Point.*
- *Implement a signature economic development project on 3rd Street in BVHP that ensures business and employment opportunities for African-Americans.*



Jobs and Economic Development Recommendations in Action

The Mayor's Office of Economic & Workforce Development (MOEWD) is the city's first workforce development division. In the past 4 years, it created over 1000 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 our workforce. In the winter of 2008, the Mayor's Office opened Western Addition's first One Stop Center.

City Build Academy is a public-private partnership that provides training and placement in the construction trades. A part of MOEWD, the project works with community organizations, the community college system and unions to identify and train San Francisco residents. Graduates become union members and move into employment on municipal projects.

Youth Employment Opportunities—Through a partnership with the SFUSD and the African-American Chamber of Commerce, young people are accessing internships in corporate settings directly tied to what they study in school. Part of the national 21st Service Learning Initiative, year round internships provide early entry into the world of work in a new economy. It is imperative that we provide opportunities in occupations not often available in the communities in which they live.

The **Citywide Surety Bond and Financial Assistance Program** is extremely important because it reduces barriers to obtaining bonding and access to capital, enabling greater Local Business Enterprise (LBE) participation in the City's public works contracting process. In order for a business to receive assistance under the Citywide Surety Bond and Financial Assistance Program the following requirements must be met: (1) The contract must be for a City's public works project; and (2) The Business must be a 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 HRC hired an African American HRC certified women-owned business, Merriwether and Williams, to administer the program. On behalf of the City, Merriwether & Williams has successfully negotiated an agreement with surety bond companies who now serve as partners with the City to provide bond guarantees; the firm secured a \$3 million line of credit from the bank to support the program needs of the contractors. Merriwether and Williams was named "Minority Business of the Year" in 2009 by the Coalition of Minority Transportation Officials.



Section 4 - Cultural & Social 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 supporting existing 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 contemporary and future lives of the City. Currently, only 28 percent of African-Americans give high marks to San Francisco's local government compared to about a third of both Asian/Pacific Islander and Latino/Hispanic respondents, and 41 percent of White respondents. In the interviews conducted for this project, many African-American respondents pointed to the lack of an identifiable place that highlights and supports their culture in the City and the virtual invisibility of the African-American community. These are major reasons for the declining African-American population of San Francisco.

Cultural & Social Life Recommendations

Increase Support to Institutions that Highlight African-American Art and Culture

- *Financially support existing African-American art and cultural organizations, particularly through fiscal and infrastructure development centered on keeping and maintaining spaces within the community.*
- *Develop a marketing campaign to highlight and enhance existing African-American cultural organizations, including faith-based institutions.*
- *Expand and strengthen services and resources targeted to youth.*

Increase Profile of African-Americans in San Francisco's Tourism Industry

- *Develop an ongoing partnership among the San Francisco Convention and Visitors Bureau, City agencies, the African American Historical and Cultural Society, the Dr. Carlton B. Goodlett Institute, the African American Chamber of Commerce and others to implement a comprehensive plan for highlighting the civic involvement of the Black Community in the City - from the Gold Rush to the present.*
- *Increase the availability of free and/or low-cost safe public spaces throughout the City where community events can be held and the multicultural history of the City can be displayed.*
- *Increase civic engagement among African-Americans in the City.*
- *Support voter education and participation efforts focused on the African-American community.*



Increase Support to Efforts that Focus on Creating a Sense of Place for African-Americans Within the City

- *Provide full support to the creation of the Fillmore Jazz Heritage District and make sure that African-American culture is fully respected and highlighted in the effort.*
- *Make an aggressive effort to document African-American history and presence. This should include physical markers in the Western Addition and Bayview Hunters Point.*
- *Provide full support for the strategies that increase membership in cultural affinity groups such as the NAACP.*

Cultural and Social Life Recommendations In Action

The **Museum of the African Diaspora** opened in 2005 with support from a variety of San Francisco departments. 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.



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.



In response to the struggling economy and the sunset of the Redevelopment Agency in the Western Addition, the Agency has made additional loans and created a new marketing strategy to increase the likelihood of success for the Western Addition retail corridor.

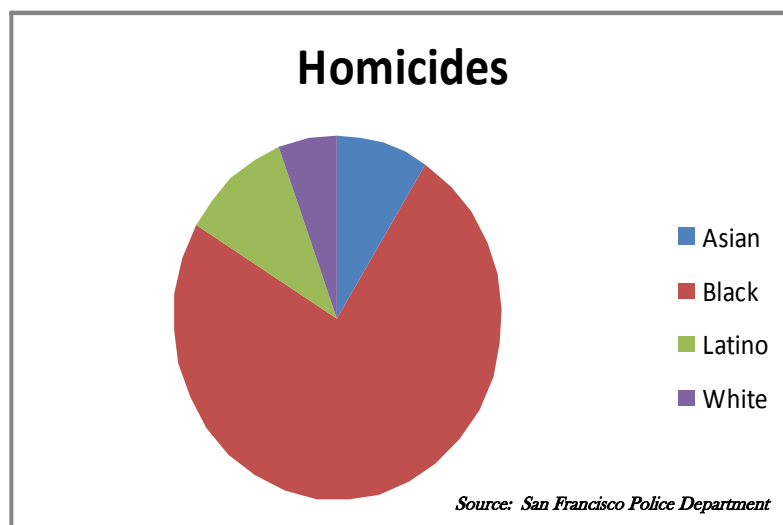


Section 5 - Public Safety & Quality of Life

Feeling safe is fundamental to a sense 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 targeted by the law-enforcement establishment on the one hand, and by the desperate and disempowered among their own on the other.

African-Americans in San Francisco are the number one victims of crime and criminalization. For example, 14 percent of African-Americans in San Francisco are arrested for felonies, the highest percentage in the State of California. They are also arrested at more than twice the rate of all other racial groups combined. Simultaneously, the adolescent homicide rate for African-Americans is the highest of any racial group in San Francisco. Moreover, many African-Americans cite the lack of safety as a major factor in their decision to leave the City for safer communities in the Bay Area and elsewhere.

The following are recommendations that if implemented will go a long way toward remedying these concerns and conditions. These recommendations will be critical to sustaining and advancing the important violence-reduction gains made in recent years, including an over 50% citywide reduction in homicides, an over 30% citywide reduction in non-fatal shootings, and a particularly significant decrease in violent crime in the Western Addition as well as in African-American gang-related fatalities.



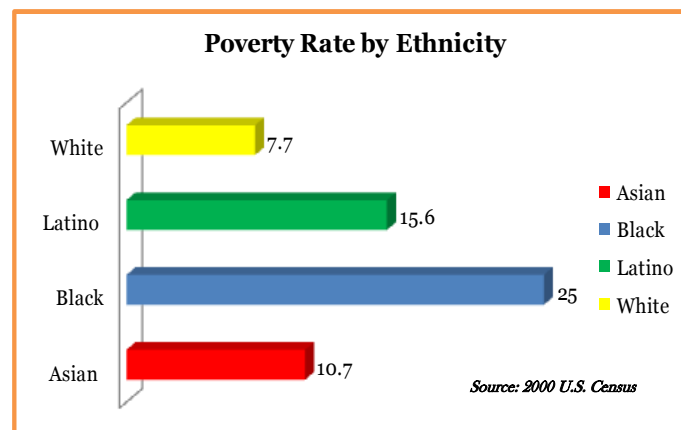
(San Francisco 2007)



Public Safety & Quality of Life Recommendations

Maintain Funding and Political Support for Violence Prevention and Stabilization Programs

- Fully fund and support the Mayor's Communities of Opportunity Initiative.
- Fund geographically-based family supports that engage whole family systems, including seniors, in any public safety initiative.
- Enforce San Francisco-based gun control law.
- Promote, through a strong media strategy, a healthy vision for the future as well as a response to the senseless violence occurring today (similar to CLAER's 2005 Peace Zone campaign).
- Develop and ratify a violence prevention strategic plan to address community needs, create tools and instruments to increase accountability, and direct priorities and resources to develop neighborhood specific plans to address violence.
- Address key barriers to eliminating gang violence: institutional rivalries, lack of information-sharing, failure to develop a coordinated approach by San Francisco's public agencies, geographic and programmatic rivalries among community-based organizations, and failure of parents to recognize and address the risk of gang involvement in their children.
- Develop and implement comprehensive prevention and suppression programs focusing on four neighborhoods with high levels of gang crime and concentrations of offenders: Bayview, Mission, Western Addition, and Downtown/Tenderloin. Other neighborhoods, where gang offenders live but may not be active, should be targeted for prevention programs.
- Implement the Violence Prevention Plan's joint focus on prevention, intervention, and suppression.



Expand Supports for Victims of Violence

- *Strengthen mental health services and early intervention strategies which are culturally competent, readily available, and offered to families, and schools, particularly targeting youth suffering from Post-Traumatic Stress Disorder.*
- *Improve victim and emergency relocation services and support mechanisms for families, strengthen the response from Victims Assistance and make sure that funding is in place to move families that are particularly vulnerable after an incident. This is as important in cases that take place on Housing Authority property as with any other neighborhood.*

Actively Monitor and Develop a Relationship Between Communities and the Criminal Justice System

- *Establish collaboration between the Chief of Police and community leaders.*
- *Actively work to reduce the overexposure to law enforcement and over-criminalization of African-Americans in San Francisco.*
- *Enhance responsible community policing, foot patrols, and quick response from law enforcement to reduce potential retaliatory activity of violent offenders.*
- *Establish community courts which support geographically-based conflict resolution courts, specifically for youth. These non-traditional conflict mediation mechanisms should be intergenerational, faith-based as well as secular interventions focused on healing the community.*
- *Implement PERF report recommendations on responsive community policing, presently being piloted at Ingleside Station.*
- *Increase community policy efforts in African-American Communities*
- *Develop and enhance police training programs focused on cultural sensitivity.*
- *Identify non-criminal solutions to deal with truancy.*

Develop Community Supports for the Re-Entry Population to Actively Lower the Recidivism Rate

- *Establish a re-entry continuum, which includes support for individuals on probation/parole, including an integrated model that deals with child support assistance. Advocate for reduction in the time for criminal record expungement from seven years to three years to expedite the process of healthy reintegration into the community.*





Public Safety and Quality of Life Recommendations in Action

Communities of Opportunity – COO is a constellation of systems and opportunities that magnify one another: not just the removal of barriers, but also access to employment, not just quality education but also the creation of living wage careers, not just new housing developments, but also stable family structures, not just better parenting, but also positive social networks, not just safer neighborhoods but also a collective intolerance toward violence. Not just a checking account but also opportunity to own a home, not just choice, but more importantly empowerment. These opportunities provide direct access to the “prosperity grid” and address the ever-widening wealth gap that exists in this city.

Digital Communities — Provides free Wi-Fi neighborhood access with computers granted to families with children. Over 700 in-home desktop computers have been distributed so far. This initiative helps address the digital divide with the African-American Communities. Also includes on site computer training, encourages teacher and parent communication through email, and provides access to online courses and GED training.



Fresh & Easy: 1st Major Grocery Store for

Southeast Sector — After 20 years of advocacy Bayview Hunters Point will soon have a major grocery chain. This new store will provide access to healthy fresh foods such as fruits and vegetables. Residents of the southeast sector will soon enjoy access to healthy foods, improving the eating habits of residents and helping to combat obesity and diabetes. This store is a small part of a larger health initiative aimed at improving African-American health outcomes. More than \$200 million was allocated for shipyard clean-up and the Honorable Supervisor Sophie Maxwell sponsored an Alternative Health Campaign.



HOPE SF— This effort is the centerpiece of retaining African-Americans in San Francisco. More than 65% of the African-American population resides in San Francisco’s public housing. The Hope SF initiative is much more than rebuilding public housing. It is the creation of stable, healthy, mixed income developments dismantling the concentrated pockets of poverty. More than \$95 million has been allocated to ensure that the rebuilding happens immediately. Currently, many residents live in deplorable conditions impacting all other areas daily life.



Pre-Ramp to Employment— Finding a job can be daunting and frustrating for residents with limited job skills and low educational attainment. On Ramps provides residents with access to GED training linked to temporary employment opportunities that build self-confidence and work experience.

Parent University – PU is a new approach to parenting. It does not promise to move parents out of poverty. What it promises is to educate parents on how to raise children to succeed and lift themselves up. Baby College offers expecting parents and parents of small children an alternative view on how to raise children. Emphasizing the importance of reading to children and peaceful parenting, this program provides real skills for parents who find themselves locked in a cycle they would rather not perpetuate.



There is much that can – and must – be done to stop the outflow of African-Americans from San Francisco. The recommendations above are essential. The time for study, research and talk is over. It is time to act. Here are the Task Force’s recommendations for what to do immediately:

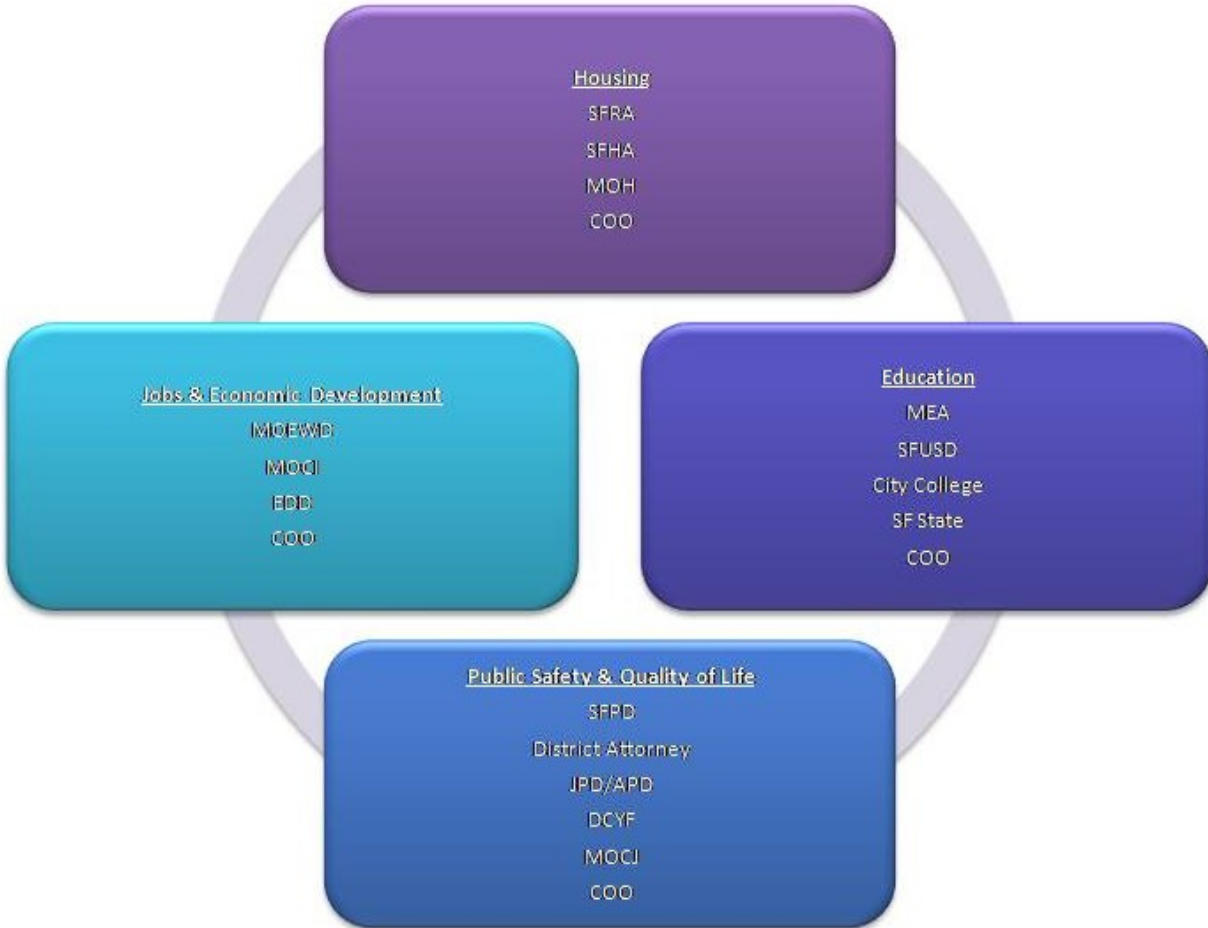
- Submit and disseminate report .
- Educate the Mayor’s Office staff, Department heads, Commissioners, and School Board-members about the recommendations.
- Meet with the NAACP, African-American Chamber, African-American Action Network, SF Covenant, Osiris and other key groups to discuss implementation of the recommendations.
- Create and launch implementation teams.
- Continue consultation with community members, stakeholders and experts in the various fields of interest.
- Monitor progress.

Implementation Teams

Implementation of the strategies contained in this report and monitoring for effectiveness and progress, will be conducted by an Implementation Team comprised of staff from key city agencies. The Mayor will assign a staff person in each of the departments that have a role in carrying out the strategies included in this report and the team will have direct accountability to the Mayor through his Deputy Chief of Staff or the head of one of the key city departments. The team will include staff from the Mayor’s Office of Economic and Workforce Development, Mayor’s Office of Housing, San Francisco Redevelopment Agency, Department of Children Youth and their Families, Communities of Opportunity, Department of Human Services, Department of Public Health, and Arts Commission. Individuals on the team will be the coordinators and point people within their agencies and will ensure that the strategies that fall within their respective departments are being implemented. Overall, the Implementation Team will be responsible for overseeing and tracking the execution of strategies and will provide annual reports to the Mayor on progress.



Partners



- San Francisco Redevelopment Agency (SFRA)
- San Francisco Housing Authority (SFHA)
- Communities of Opportunity (COO)
- Mayor's Office of Housing (MOH)
- District Attorney's Office
- Mayor's Education Advisor (MEA)
- San Francisco Unified School District (SFUSD)
- City College of San Francisco (CCSF)
- San Francisco State University (SFSU)
- Mayor's Office of Economic and Workforce Development (MOEWD)
- Mayor's Office of Community Investment (MOCI)
- Employment Development Department (EDD)
- San Francisco Police Department (SFPD)
- Juvenile Probation (JP)
- Adult Probation (AP)
- Department of Children Youth and Families (DCYF)
- Shape Up SF
- SE Health Clinic
- CPMC Bayview Clinic



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