



HUMAN



CROSSROADS

CHAPTER 4.

Area-wide Community Programs

I. ECONOMIC, SOCIAL AND EDUCATIONAL PROGRAMS

II. PHYSICAL PLANNING AND ENVIRONMENTAL PROGRAMS



*Bayview, mid-1950s, looking northeast with the Bay Bridge in the background.
Photo by Gordon Peters, 1955. Courtesy San Francisco Public Library.*



Aerial view of Bayview Hunters Point emphasizing Third Street. Bob Ecker photograph.



MEETING THE CHALLENGES OF REVITALIZATION PROGRAMS FOR THE COMMUNITY

The committees of the Bayview Hunters Point Project Area Committee have worked with community members, engaged consultants to help gather information, and discussed the most productive means of fulfilling the community's vision and goals for revitalization. The guiding principles of building upon community strengths and preserving the essential character of people and place have been established. The challenges, needs and issues for problem solving are addressed in a series of program recommendations made during community workshops and other public discussions.

This chapter describes these discussions and recommendations in the following subsections:

PART I: ECONOMIC, SOCIAL AND EDUCATIONAL PROGRAMS FOR BAYVIEW HUNTERS POINT

- A. A VISIONARY FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT
- B. THE LINK BETWEEN CHILDCARE, EDUCATION, TRAINING AND EMPLOYMENT
- C. PROGRAMS FOR STRENGTHENING OUR YOUTH
- D. PROGRAMS AND SERVICES FOR OUR COMMUNITY ELDERS
- E. PUBLIC SAFETY AND COMMUNITY WELL-BEING

PART II: PHYSICAL PLANNING AND ENVIRONMENTAL PROGRAMS FOR BAYVIEW HUNTERS POINT

- F. TRANSPORTATION AND INFRASTRUCTURE IMPROVEMENTS
- G. ENVIRONMENTAL HEALTH AND REMEDIATION
- H. HOUSING AND MIXED LAND USES
- I. OPEN SPACE AND THE WATERFRONT

Each of these sections reviews important facts about community needs, examines existing programs that serve community goals, and then provides clear recommendations to guide revitalization program planning and implementation.



A strong African American identity in Bayview's Town Center should also include the distinctive crafts, clothing and food of all cultures. Bayview could become a citywide draw for those seeking culturally specific and ethnic goods.

PART I: ECONOMIC, SOCIAL AND EDUCATIONAL PROGRAMS FOR BAYVIEW HUNTERS POINT

A. A VISIONARY FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT

This community understands how economic development must build upon existing assets and resources — both cultural and physical — to serve the people and preserve the unique sense of place of Bayview Hunters Point. The marketability of a vibrant economic district convenient to residents must be centered upon local cultural identity, community preferences, and shared values. This understanding defines the basic approach for meeting the important goals of business retention and enhancement.

This section recaps the market forces examined in Chapter 2 to provide an understanding of economic context. A review of existing economic development incentive programs serves as a background for recommendations made by the community at the area-wide level. Building upon the cultural assets explored in Chapter 3, new economic development programs must respect the community's values and accommodate its diversity to set the physical stage for visionary economic development in Bayview Hunters Point. Emphasizing the unique qualities of place takes advantage of the Bayview's small town form with its central civic-commercial heart, historic commercial corridor, and varied areas of industry.

The community's recommendations create a framework for local economic development that will:

- *Maximize benefits from incentive programs and projects to support local economic development, existing local businesses, and residents;*
- *Emphasize a comprehensive and coordinated approach to economic development utilizing a community-based process;*
- *Focus revitalization efforts in priority areas that take advantage of the transit system and development market, especially in the Town Center;*
- *Create an African American identity for the Town Center while serving local retail commercial needs to create a convenient, diverse marketplace; and,*
- *Build upon the local ecological and architectural character of Bayview Hunters Point, and bring cultural identity into the physical environment through public art.*

A REVIEW OF RETAIL COMMERCIAL MARKETPLACE TRENDS AND COMMUNITY NEEDS

Chapter 2 examined the social, cultural, and economic history of the community. By the end of the 1940s, Bayview Hunters Point was a working class community with a general economic focus on heavy industry tied to a wartime economy. Following World War II, many manufacturing firms relocated, with the consequent loss of local labor jobs and high unemployment. By the 1970s, the once burgeoning town center declined as people left the community when jobs became scarce. Lending institutions were often prejudiced against communities of color, leading to further economic decline. As the area became severely disinvested and disconnected, a dynamic was set in place that has been exceedingly difficult to overcome. Left in the wake of these forces were a decommissioned naval base, vacant buildings and commercial storefronts, a lack of basic services such as banks and grocery stores, and an impacted community seeking solutions.

Starting in the 1970s and continuing to the present day, the community has begun to grow again as new residents seek an affordable place to live in San Francisco. The old Butchertown area has been redeveloped into an industrial park and the Lucky Lager Brewery site into new housing. Other industrial business areas, including the Produce Terminal and light industrial/distribution districts, are still thriving. Industrial facilities are at a premium due to high real estate demand, and new pressures are being felt for the conversion of obsolete properties to new media and computer-oriented office uses. The Hunters Point Shipyard is being redeveloped entirely, which will have additional effects on the economic vitality of the community. Meanwhile, large infrastructure investments like the Third Street Light Rail Project are planned for construction. These projects have shown residents how important community-based planning is in order to achieve their vision and goals for a sustainable future. Equally important is understanding how to benefit from opportunities to connect with new regional markets.

In general, residents have seen increased household incomes with the overall surge in regional economic growth and job availability. Meanwhile, only five percent of Bayview residents hold local jobs whereas in the past most people worked for businesses located within the community. Additionally, residents must travel outside Bayview for the goods and services they need and desire. Much of Third Street remains



While Third Street's neighborhood commercial corridor includes too many vacant storefronts, underutilized lots and liquor stores, there are also blocks where viable businesses, apartments, offices, and well kept facades come together to create a lively and inviting atmosphere.

economically marginal while a significant amount of money is spent by residents outside the community.

New businesses that have recently come to or expressed interest in Bayview include national fast food franchises and chain stores. Members of the community have expressed concern about this type of new development, debating how to make regionally or nationally owned businesses fit into and serve the community's vision for economic development. A meaningful commitment to the local community where these firms do business is an important issue. Meanwhile, franchises and chain stores are characterized by incompatible site design and lack desirable architectural distinction. These conditions are seen as inconsistent with the community's overall vision of building positively upon local character. Most importantly, there is the potential for negative economic impacts that undermine the core community value of strengthening locally owned businesses.

The surge of national and regional economic growth has turned these deficits into opportunities for revitalization. Conservative economic studies estimate that the existing community could support at least six blocks of new development along Third Street in the community's Town Center. This new development would include a wide range of shops and businesses serving neighborhood commercial needs. Community members identified the types of businesses they would like to see on Third Street, including: a fresh food market, banks, small shops and cafes, ethnic food outlets, clothing stores, and other neighborhood goods and services.

THE FOLLOWING IS A LIST of desired neighborhood-serving retail establishments and other businesses:

- Craft and vendors mall that rents space to locals to sell their wares
- Movie theatre
- Outlet stores, dress shops and shoe repair shop
- Household appliance and furniture store
- Toy store and bike shop
- Produce, fruit stands, fish market
- First class family restaurant and coffee shops
- Ice cream parlors and soda shop where young people can meet
- First class hotel and tourist office
- An internet café
- Department stores, florist shops, shoe stores and a variety shop
- Small animal hospital
- Bakery
- Music store/Bookstore
- Small diner and outdoor cafes
- Pizza restaurant
- Art galleries and art supply stores
- State of the art supermarket
- Lamp stores
- Children's clothing store
- Home and garden store (scented candles, aromatherapy)
- Outdoor floral stands, flower shops
- Antique stores
- Ethnic restaurants: Steak house, Indian cuisine, Ethiopian, Chinese, Thai, Filipino, soul food, Creole, New Orleans, Lyons/family restaurant, Mexican, bar and grill, seafood, barbecue.
- Smoothies/juice shop
- Coffee shops
- Bagel shops
- Photo shop

EXISTING INCENTIVES AND PROGRAMS FOR LOCAL ECONOMIC DEVELOPMENT

Mayor's Office of Economic Development and Office of Community Development

The Mayor's Office of Economic Development (MOED) and Office of Community Development (MOCD) are the lead city government agencies offering incentives for business creation and growth. For business owners and residents interested in these programs, contact the MOED directly or refer to the City's website for more information.

Primary programs include:

- 1 **New Jobs Tax Credit**
Businesses that create new permanent jobs in San Francisco receive a two-year credit against their City payroll tax liability for new employees. The credit is equal to 100% of their payroll tax liability in the first year and 50% in the second year.
- 2 **Mayor's Office of Community Development Loan Fund**
Companies that create jobs in the City and meet certain federal criteria are eligible for loans ranging from \$1,000 to \$250,000. Loan funds may be used for machinery equipment acquisition, leasehold improvements, working capital, inventory, and real estate rehabilitation for owner/occupants.
- 3 **Job Training Programs**
The San Francisco Private Industry Council (PIC) is responsible for administering federal Job Training Partnership Act funds, offering benefits to employers who hire PIC trainees. Under the on-the-job training program, the PIC will reimburse employers 50% of wages paid to participants for up to the first six months of employment. The California Employment Training Panel (ETP) assists businesses in training employees through a cost reimbursement program. Reimbursement averages \$1,000-\$3,000 per trainee who successfully completes the program.
- 4 **Pilot Façade Improvement Program**
The initial focus of this program is along San Bruno Avenue and may be tailored to meet the needs of Bayview Hunters Point merchants along the Third Street Corridor. The program is anticipated to provide a model, with matching grants or loans made to small businesses or property owners to upgrade their storefronts.

The San Francisco Enterprise Zone

The San Francisco Enterprise Zone covers 11 square miles of the City, including the majority of Bayview Hunters Point. The program is offered to all businesses located in the zone to create jobs and stimulate business investment. It encourages and rewards private initiative through state and local



Community members would like to see more neighborhood-serving establishments such as: hardware stores, furniture stores, bakeries, ice cream parlors, book and music stores, flower shops, and restaurants.

tax credits, regulatory relief, special financing programs, and other business-friendly benefits to investors operating in the zone. The program eliminates red tape by providing direct tax benefits to participants when filing their taxes, instead of working through various local agencies.

This federally sponsored program and is administered by the Mayor's Office of Economic Development. Incentives for capacity development offered to participating businesses in the zone include:

- 1 City and state hiring tax credits on wages for qualified employees;
- 2 Sales and use tax credits on purchases of certain machinery for business use;
- 3 One hundred percent net operating loss carryover, instead of allowing tax relief on portions of business loss over a long term;
- 4 Up-front tax benefits for certain kinds of depreciable property the business owns and invests in, instead of having to spread out tax benefits over a long term;
- 5 Tax-free interest income to lenders who invest in businesses located in the zone;
- 6 Application of unused tax credits to future years of operation instead of requiring use in a single business year;
- 7 A "Fast Track" approval process for business permits to eliminate loss of time and money; and,
- 8 Special financing programs for businesses in the zone, including working capital loans and storefront improvement loans.

LOCAL BUSINESS ASSOCIATIONS

A fairly comprehensive list of websites and other contact information is available through the PAC office or its website. The local groups mentioned here are active in the community and considered valued resources that are dedicated to the revitalization of Bayview Hunters Point.

Bayview Merchants Association (BMA)

The Bayview Merchants Association has been an active participant in the development of the district since 1925 and continues to represent the interests and goals of the businesses of the Bayview Hunters Point community.

The specific goals of the BMA include:

- Increase business opportunities for members;
- Provide information on economic development and other issues effecting the community;
- Lobby city government to make improvements where needed; and
- Promote the commercial interests of the Bayview Hunters Point community.

New Bayview Merchants Association

The New Bayview Merchants Association is dedicated to helping create a positive and attractive environment that is conducive for existing and future businesses in Bayview Hunters Point. A major effort is in helping business owners maximize their potential and creativity through association.



Mel Washington, President of the Bayview Merchants Association, accepts an award of recognition on behalf of the Merchants Association at their 75th Anniversary Gala. Courtesy Bayview Merchants Association.



Building the capacity of Bayview's existing local businesses using a "Main Street" approach is a top priority. Pictured here are a few of the local businesses that might benefit from increased support services and access to capital.



The ultimate goal is to develop a premier economic center of success within the City of San Francisco while maintaining their historic heritage and ecological balance, creating a unique place that community residents and surrounding neighborhoods can enjoy. Monthly meetings are generally held at the Bayview Police Station Community Room.

San Francisco Black Chamber of Commerce (SFBC)

The Black Business Association of San Francisco was founded in the mid-sixties by a group of Black entrepreneurs who saw the need for a business association that would work to support and promote Black business owners. The Black Business Association later became the San Francisco affiliate of the Black Chamber of Commerce (SFBC), located downtown at 150 Post Street.

The mission of the SFBC is to advocate for and promote the development of the African American business community with the goal of creating a firm economic base that supports self-determination and survival. The SFBC maintains effective working relationships with elected officials for support of Black business development and serves as a liaison between members and city, state and federal agencies, schools and public interest groups.

The major activities of the SFBC include:

- Creating new advantages for African American businesses.
- Heightening awareness in the business community of Black business capabilities.
- Forging effective communication between the business community and African American entrepreneurs.
- Advocating for the Black business community with government agencies.

COMMUNITY RECOMMENDATIONS

An Approach that Supports Local Businesses and Market Development

Existing local businesses in the community need support and increased access to capital to improve their revenues and expand services they currently offer. Building the capacity of existing local employers is a priority alongside that of new business development.

THE COMMUNITY RECOMMENDS:

- The PAC requires financial support in order to maintain the community web site on the Internet that provides information about the community's vision and goals,

local history and cultural resources, community events, the commercial business district, and local businesses including employment opportunities. The web site will serve as a marketing tool and provide a valuable advertising role for the community while also providing links to other important sites.

- Existing local business capacity-building programs offering specialized technical and fiscal assistance must be expanded by the Mayor's Office. The Mayor's Office should help create and actively support business incubator and entrepreneur programs for Bayview residents, including education and mentoring support, from business planning to loan acquisitions. Large firms, major developers, and city agencies should be called upon to provide financial capital and other resources for these efforts.
- All municipal agencies conducting government programs in the community must be accountable through quarterly reports, audits, annual assessments or other means. These reports and assessments must be written in terms the community understands and made easily available to the public.
- The City Planning Department and Redevelopment Agency should provide a process for analyzing the impact of new commercial development in Bayview Hunters Point upon existing local business establishments, especially along the Third Street Corridor. This includes special provisions for assessing national chain stores and fast food outlets. Also important are design guidelines that ensure that new businesses fit into the community and reflect its special identity.
- Mitigations are required to help local businesses stay solvent during large construction projects, such as the Muni Light Rail project. City agencies sponsoring development projects must provide intensive and creative solutions to any major disruptions affecting the business district, including signage, phased construction, promotional campaigns, and street fairs.
- Community leaders should investigate the creation of community development corporations, community banks, and land trusts that can take a leadership role in local economic development.

An Emphasis on Comprehensive and Sustainable Solutions

A comprehensive approach to economic development must be undertaken to balance industry, office, and retail commercial uses in the community. The key to long-term economic health in Bayview Hunters Point is diversification and a dedication to local solutions. Commercial business development must be a mix of larger anchor stores and small shops serving the community's residents, workers and visitors as the basis for a sustainable local economy. The historic emphasis upon heavy industry is being replaced by new light industrial businesses, craft-based

manufacturing, and multimedia office uses. New projects must respond to community concerns by incorporating a “community package,” with proposed plans showing how development meets the comprehensive goals discussed in this *Revitalization Concept Plan*.

Combined with the emphasis on diversification is the directive for coordination with infrastructure planning. This includes opportunities present in the new Third Street Light Rail project that will run through the heart of the community and in strategies for improving truck service and deliveries to industrial areas. By taking a long-term approach to initial public investments, economic revitalization will be achieved more quickly and at less cost.

THE COMMUNITY RECOMMENDS:

- Create a sustainable business district in the Town Center by capitalizing upon access to a variety of transportation options with an easily accessible mix of uses at transit nodes. This mix should be a well-balanced combination of civic uses, public institutions, retail commercial, and office connected by a clear circulation system of pathways and civic spaces.
- Green architecture and ecologically sustainable planning measures must be incorporated into all revitalization efforts.
- State, regional, and local agencies must cooperate and coordinate comprehensive planning for public infrastructure and construction projects. Simultaneously plan for streetscape and lighting improvements, public plazas and open space amenities when defining areas of industry and commerce.
- Create economic support for new information-based businesses by providing wiring for the Internet in combination with construction of light rail infrastructure along Third Street.
- The community supports economic development that uses the co-location “synergy” approach to retail commercial, with strategic locations for anchor stores that support surrounding small locally owned businesses.¹
- The community has worked strategically to define truck routes to and through the community that reduce impacts on residents, employees, and visitors. The City must formally construct and enforce the truck route plan.

Focused Revitalization Efforts in Priority Areas

Key areas within Bayview Hunters Point afford ideal opportunities to invest in concentrated revitalization efforts. With initial emphasis focused in these areas, area-wide economic development goals can be met over the long term. Four major areas within Bayview Hunters Point have

been defined as priorities for comprehensive study:

- The Town Center
- The Northern Industrial District
- Hunters Point Shoreline
- South Basin District

Chapter 5 will examine *Focus Area Plans* developed for each of the four areas in detail, showing how recommendations and land use policies developed for the entire community are translated into specific plans and programs visualized for the year 2020. The following objectives set the stage for these plans.

THE COMMUNITY RECOMMENDS:

- City agencies must work with private developers and the community to create comprehensive specific plans that define the structure, goals, and opportunities for each area with an expressed understanding of community character, scale, architectural and site design guidelines, and a defined process for community involvement.
- During the planning process, opportunity areas must be linked to larger regional projects and market trends through a thoughtful analysis of how projects serve the larger vision and goals of the community while taking advantage of market timing.

An African American Identity for the Town Center

The Third Street Corridor and Town Center are more than economic assets to be expanded upon through economic development. The Town Center is also the community’s crossroads, “a place in citizen’s hearts and minds that evokes strong emotions and helps define the community’s identity.”² While its multiculturalism is highly valued, the unique and special history of the African American experience in San Francisco is central to the identity of Bayview Hunters Point. This identity should be preserved and celebrated in the community’s central business district centered on Third Street, its “Main Street.”

THE COMMUNITY RECOMMENDS:

- All development must build on historic resources that tell the story of African American history in Bayview Hunters Point and the City of San Francisco. Historic preservation must be retained. Include a cultural arts center and museum in planning for the expansion of the Bayview Opera House.
- Incorporate Afrocentric motifs into façade programs in commercial areas, streetscape design, district signage and banner programs; public furniture including benches, trash receptacles and tree grates; and within transit stations and bus shelters.



African inspired art at the Bayview Police Station.

- Reach out to African American-owned businesses and commercial enterprises with marketing efforts for location in Bayview Hunters Point. All parties should work together to help create and actively support business incubator and entrepreneur programs for local residents; large firms, developers, and city agencies should be prepared to provide financial capital.
- The community seeks to create a vital marketplace for cultural crafts-related businesses and art venues including public markets and art galleries. Special emphasis should be placed on ethnic food, clothing, and other culturally informed enterprises in the Town Center.
- Support new festivals and events that bring the African American community together while inviting all neighborhoods to come celebrate and learn more about each others’ rich cultures.

A Public Art Program to Enhance the Town Center as a Destination for Residents and Visitors

There are significant opportunities for enhancing the Town Center through tasteful public art to create a beautiful and engaging public environment. Nowhere is this more important than the Town Center, the heart of the community. Local artists, children, youth, and all residents can participate in the creation of meaningful art works that tell the story of people and place. Conventional elements like bus shelters, light fixtures, bicycle racks, and even crosswalks can be paved and imbued with artful design.

THE COMMUNITY RECOMMENDS:

- Create culturally themed public art projects at strategic locations that identify and celebrate the Bayview Hunters Point community. This includes integration of art into parks, urban plazas, public infrastructure and streetscapes.
- Utilize vacant storefronts for art and cultural displays; create short-term gallery exhibits in the public heart of the community.
- Enhance the public environment with high-quality, publicly approved historical and culturally inspired artworks, especially in community gateway areas and civic institutions.
- Tie the generation of public artworks to the career-skills development of residents.

In conclusion, Bayview Hunters Point is experiencing growth and has developed a clear community-based vision to guide its local economic development plans. Residents are acting to take control of their destiny through a planning process emphasizing diversity, sustainability, and strategic capitalization upon market opportunities. While several beneficial economic strengthening programs exist, they must better serve unified goals for local business expansion, build upon the existing strengths of the community, and meet the employment needs of residents.

The next sections explore job training, social development, education, and public safety programs that must be combined with economic development initiatives to bring true vitality to the Bayview community. Later, Part II examines the community’s recommendations for physical and environmental revitalization programs. Together, these recommendations serve as the foundation for expanded studies at the neighborhood scale in *Focus Area Plans* that follow in Chapter 5.



Quality childcare for Bayview's youngsters is an essential component enabling young mothers and families to seek higher education, quality job training and gainful full time employment. Courtesy Port of San Francisco.

B. THE LINK BETWEEN CHILDCARE, EDUCATION, TRAINING AND EMPLOYMENT

Connecting local residents to economic growth and employment opportunities is one of the primary objectives of this *Revitalization Concept Plan*. Job creation in Bayview Hunters Point has not engaged local residents to the degree desired by community leaders. There are several probable reasons for this lack of engagement: people are not trained for specialized trades and have little access to union apprenticeships; youth are lacking literacy skills and there are not enough resources directed to their development; connections between job training and actual employment need strengthening; and coordinated childcare or other supportive services are often not available. These are particularly true for the most vulnerable of the unemployed — youth and single mothers with young children.

With the flood of new jobs coming to the area and the requirements of an information or knowledge-based economy, a comprehensive approach linking education and training to childcare and employment for Bayview Hunters Point residents is critical.

This section reviews anticipated job creation resulting from major projects, examines several existing employment and training programs, shares childcare needs assessment information, and presents area-wide recommendations made by the community. The recommendations to forge links between childcare, education, training and employment are:

- *Understand and respond to the special needs of under-employed residents;*
- *Improve job training links to education;*
- *Improve job training links to employment;*
- *Require private industries to support community initiatives; and*
- *Require publicly-funded project sponsors to provide high-level employment training, career development, and enhanced childcare.*

AN UNDERSTANDING OF UNDER-EMPLOYED RESIDENTS AND THEIR SPECIAL NEEDS

Bayview residents have historically experienced unemployment rates double those citywide. Approximately 8 to 10 percent of Bayview Hunters Point residents are currently unemployed, compared to less than 4 percent in San Francisco. Many more are believed to be “under-employed,” meaning they are working part-time and need better jobs. Those residents with the least skills for meaningful employment are typically African American and have poor literacy. Many are female with children, challenged with trying to provide for their families without the means to pay for daycare. Young people also constitute a large share of the most vulnerable residents within the community.

The Private Industry Council (PIC) reports that people needing their assistance are typically poorly-educated African American women with a lower than 7th grade reading and math level, and almost no work history. Statewide, unemployment for youth ages 16 to 19 has generally been about three times higher than the unemployment rate among adults ages 20 and over.³ Youth unemployment documented in 1997 for the state showed declines for the fourth consecutive year, from a peak in 1993 of 26.2 percent to 20.6 percent in 1997.

In San Francisco, where unemployment rates are among the lowest in the state, as much as 60 percent of working age males are underemployed and up to 80 percent of public housing residents are unemployed. One-third of these unemployed residents are youth age 17 and under.⁴ Despite the booming economy, there are significant concerns about lacks in training that will connect them to new markets and jobs.

Childcare Issues in Bayview Hunters Point

Accessible, high quality and affordable childcare is necessary for the successful employment of parents in the Bayview Hunters Point community. There are several daycare providers in the area, though many arrangements are informal or non-licensed due to lack of funding, training, or a combination of the two.

Recent analysis provided by the Mayor’s Low Income Children’s Fund shows that the largest gap in existing care is for children ages one through four.⁵ The Department of Human Services and the Child Care Planning Council have also found a significant shortage of care facilities for infants and toddlers, approximately ten percent below

existing need estimates. The greatest need gap is found for infant care for working mothers, especially in locations that are accessible to transit and other places working parents visit, including shops and services.

The main strategy espoused by the various city agencies working on daycare issues is to build capacity into existing systems, help unlicensed providers obtain necessary credentials, and link services in meaningful ways at the neighborhood and community level, such as incorporating programs at local churches and schools.

EXISTING JOB TRAINING AND EMPLOYMENT PROGRAM

There are at least 70 existing job training programs available to San Franciscans, with several located in Bayview Hunters Point or targeting its residents. Citywide, the Private Industry Council (PIC) funds 36 training providers while the Mayor’s Office of Community Development funds at least 19; several of these providers receive funds from both agencies. In addition, vocational training programs are offered by local schools and at the City College facility.

A recent report by the Mayor’s Welfare Reform Task Force found that many of these services require increased coordination of workforce development. The Task Force recommends closer alliances with the business community to identify training objectives, share resources, build mentoring into class-based programs, and forge a stronger link to employment after program completion. Another effort overseen by the City is the First Source Hiring Program. All employers associated with city-related contract work, lease agreements, and building permit requirements must set goals to hire economically disadvantaged persons for entry-level jobs from a local pool of qualified applicants. At present there are no studies analyzing the effectiveness of these programs, something the community has requested during the course of this planning effort.

Among the many citywide, community-based organizations offering employment-related services to Bayview Hunters Point residents, six important local groups provide employment and training services within the community:

The Southeast One Stop Shop Career Center for Employment and Training Services

The One Stop Shop is located at the Southeast Community Facility with the City College campus at 1800 Oakdale Avenue. The Center provides information, training programs, and resources associated with the City’s

Department of Human Services, Employment Development Department, Department of Rehabilitation, and the National Council on Aging. It also serves as a comprehensive point of access to computer use and training, job listings, and career counseling.

Young Community Developers (YCD)

This local organization, located at 1715 Yosemite Avenue near Third Street, offers job training, job placement, and on-the-job training services to low to moderate income youth and adults. YCD provides year-round paid work experience, employment skills training, and opportunity awareness education through the Mayor's Youth Employment and Education Program (MYEEP). YCD also offers a welfare-to-work employment program, assisting residents with job search training, vocational education, childcare, and transportation for Temporary Aid for Needy Families (TANF) recipients. The organization provides general employment and construction industry training to low and moderate income youth 18 years of age and older, while the Summer Youth Employment and Training Program through the Private Industry Council's (PIC) is for youth 14 to 21 years of age. YCD also works with the Bay Area Video Coalition to provide "Medialink" training.

Neighborhood Jobs Initiative Roundtable (NJIR)

The Bayview Hunters Point Neighborhood Jobs Initiative Roundtable (NJIR) was born in 1999 out of an effort by the African American Leadership Group, the Office of the Mayor, the San Francisco Department of Human Services, and several city agencies to address the impacts of welfare reform on Bayview Hunters Point. The intention is to convene an inclusive group of community leaders to create and implement a coordinated action plan to assist neighborhood residents (particularly former and current welfare recipients) in accessing new employment and business opportunities in Bayview and San Francisco.

NJIR is charged with creating links among job training organizations, new and existing businesses, faith-based organizations, and other community groups in order to develop and articulate a common vision and seek collaborative funding. They believe that housing, health, childcare, treatment for substance abuse, faith, family, and neighborhood networks all intersect to create and support a community that can take advantage of opportunities.

Led by a Steering Committee and administered by a small staff, NJIR depends on community participation on subcommittees and in the larger Roundtable to collect and share information, and generate and implement cohesive strate-



Young people and adults take advantage of construction industry training available through Young Community Developers. Courtesy YCD.

gies. Made up of leaders and residents of Bayview, subcommittees are charged with defining how to reduce unemployment in Bayview and create access to well-paying career opportunities for residents with little or no job experience. The Community Roundtable meets quarterly to discuss emerging job opportunities and strategies for preparing residents for living wage jobs in growth industries working to:

- Link community-based organizations, educational institutions, training programs, and the private sector;
- Advocate for resources for neighborhood institutions from the City, developers, and foundations;
- Build relationships with potential employers to gain, implement, and monitor First Source Hiring agreements, training programs, and other efforts to increase hiring and retention of Bayview residents;
- Gather and disseminate information about job opportunities, training programs, and neighborhood developments; and,
- Bring community organizations together to share expertise, resources, and vision in order to develop and implement a collaborative strategy for increasing employment and wealth in the community.

UCSF/NJIR Partnership for Employment and Business Development

While NJIR is committed to creating and supporting partnerships to develop sustainable opportunities for Bayview Hunters Point residents, University of California, San Francisco (UCSF) is committed to maximizing local economic benefits for residents and businesses. NJIR has links to all of the neighborhood job readiness organizations and local business associations that UCSF needs to realize that goal. UCSF has an urgent need for a qualified pool of indi-



SLUG's Youth Gardening Internship is but one example of their innovative programs that achieve a more balanced and sustainable quality of life for all of Bayview's residents while simultaneously offering unique job training and life skills. Courtesy San Francisco League of Urban Gardeners.

viduals and businesses to fill administrative and other positions, as well as many opportunities for vendors and contractors. NJIR's ultimate mission in the UCSF partnership is to provide capacity to local organizations in a two-part program targeting Bayview Hunters Point residents:

- **Community Outreach Internship Program (COIP)**
This program provides access to entry-level administrative positions at UCSF and other institutions, especially in concert with Welfare-to-Work initiatives. The first phase of the program is with an intensive 8-10 week readiness preparation process with mentorship and skills coaching coordinated with SF LEAP and the Florence Crittendon Center. The second phase is a five-month full-time job at UCSF or other institution combined with one-on-one job coaching and weekly peer-support programs. The third phase is actual hiring at UCSF or another institution.
- **Business Vendor Program**
The goal of this program is to identify opportunities and remove obstacles for small businesses in Bayview Hunters Point (particularly minority-owned) to provide services to UCSF. NJIR will streamline the system of pre-qualifying and bidding, while UCSF will conduct outreach and advertising.

The San Francisco League of Urban Gardeners (SLUG)

Founded in 1983, SLUG is a grassroots non-profit organization providing individuals and communities with the means for achieving social, economic and environmental justice through urban gardening and greening projects. Their goal

is the overall improvement of the quality of urban life, specifically focused on assisting inner-city communities of color to implement neighborhood-generated projects that combine urban environmental beautification with sustainable, community-based economic development.

SLUG is a leading community resource in southeast San Francisco that empowers residents, particularly youth, through job training and economic development. SLUG's holistic approach to restoration incorporates ecological sustainability, education, job training, and social justice while providing an often-forgotten community with much-needed open space. One example of their work is a community based collaborative effort to restore 25 acres of the newly created Heron's Head Park, once a toxic landfill, located adjacent to the Hunters' Point Power Plant.

Local economic development efforts center upon creating employment and job training opportunities through urban gardening and greening projects. SLUG's landscape construction crew hires and trains adults from low-income communities to fulfill construction and maintenance contracts for public open spaces, public housing landscapes and lead remediation projects. The Double Rock Horticulture and Landscape Training Program has trained more than 35 young adults from the Alice Griffith Public Housing Development. The Youth Gardening Internship (YGI) program offers paid internships to more than 200 low-income and public housing teens and young adults. Urban Herbals, SLUG's line of food products, is run by young adults from the southeast community who receive training in food production, marketing and sales, product distribution and demonstration.

Renaissance Entrepreneurship Center

Renaissance's main office, located at 275 5th Street near Folsom Street, provides support services to entrepreneurs starting a small business. The Entrepreneurship Training Program offers business classes, including computer training. The San Francisco Renaissance Network program offers support to graduates of the training program. The Financing Resource Center provides training, support, and assistance on facilitating business loans.

Other programs include sponsoring the LIFT Program (Leveraging Individual Foresight and Talent), which provides entrepreneurial workshops to residents in the City's southeastern neighborhoods. The San Francisco Renaissance Incubator Program provides assistance to new businesses including reduced rate office space, voice mail and electronic mail, Internet access, use of fax machines and copier/answering services.



It cannot be overstated. Local jobs must be linked to major projects affecting the Bayview Hunters Point community. Courtesy Young Community Developers.

ANTICIPATED JOB CREATION VIA MAJOR PROJECTS

There are an estimated 31,000 existing jobs in Bayview Hunters Point including heavy and light industrial firms, small crafts-based manufacturing, transportation and shipping-related businesses, and produce-related firms. They also include some white-collar jobs with an executive office park and service jobs associated with large retail chains and small retail commercial entities. Only five percent of Bayview's residents work in jobs located in the community — in stark contrast to employment patterns prior to the 1970s.

According to the Association of Bay Area Governments (ABAG), more than 14,000 jobs will be created as a result of projects occurring in or around Bayview Hunters Point in the near future. An additional 15,000 local jobs are predicted by ABAG to be created over the next 20 years as a result of this development. Successfully linking residents to employment opportunities will require identifying needs unmet by existing programs and formulating clear strategies for monitoring outcomes. The following public/private projects are expected to provide the majority of projected local jobs in the future:

The Muni Third Street Light Rail Project

Operation of the light rail will generate approximately 145 permanent jobs, mainly in Muni's operations and maintenance division. Licensed engineers will be needed for many of the professional service jobs. Drivers and other

union-sanctioned operators will be needed, along with persons trained in mechanical maintenance. Construction of the initial operating segment and the planned Metro East Yard will generate between 250 to 300 construction jobs and approximately 55 professional services jobs during the three-year construction period. Construction workers must have apprenticeship skills and belong to one of several labor unions, including the Laborers, Teamsters, and Electricians unions. Persons trained in computer-aided design and other computer-based skills will be needed.

Hunters Point Shipyard

The redevelopment of the 500-acre Hunters Point Shipyard is projected to produce both temporary and permanent jobs in several sectors. Approximately 3,550 permanent jobs are to be created by the Shipyard's primary developer, Lennar/BVHP, in the next ten years. An economic development analysis commissioned by the City's Planning Department has identified a number of target industries that have been brought into the plan developed by Lennar/BVHP. These include research and development, film and media production, light industry, and maritime uses. Additionally, retail commercial districts are planned that offer employment opportunities.

Mission Bay

The complete redevelopment of Mission Bay, directly to the north of Bayview Hunters Point and linked by Third Street, will provide numerous jobs in both temporary construction phases and in permanent facilities planned for immediate development. These facilities include the new University of California San Francisco campus focusing on biotech and medical research, associated biotech firms built surrounding the campus, and computer-oriented/new media concerns seeking proximity to downtown. As with the Shipyard, commercial retail businesses will also offer employment opportunities for residents of the Bayview.

The New San Francisco 49er's Stadium and Candlestick Mills Mall

The proposed redevelopment of the existing Candlestick Stadium into a new sports complex combined with a shopping mall could offer as many as 9,000 jobs over an anticipated five-year construction period. 2,500 of these jobs are projected to be in construction-related work; the project sponsors have committed to targeting Bayview residents to fill half of these jobs in the construction trades.

Another 1,000 jobs are to be filled by local residents who currently receive general assistance. The City's Department of Human Services, in conjunction with San Francisco State University's Urban Institute, is charged with analyzing and documenting detailed job creation statistics and providing information relative to linking local residents to those jobs.

COMMUNITY RECOMMENDATIONS

Improve Job Training Links to Education

Education and training for Bayview Hunters Point residents in skills demanded by the new economy go hand in hand. Education needed for meaningful employment include literacy and mathematics skills, but must go farther to ensure opportunities for advancement and career development.

THE COMMUNITY RECOMMENDS:

- The public and private sectors must work together to remove and/or mitigate barriers to training in all fields of employment. Especially important is engaging the assistance of unions to provide access to apprenticeship opportunities for area residents.
- Invite businesses to work with the Bayview campuses of City College and other local groups to develop education programs that help students understand and prepare for employer needs. Literacy and computer-based skills rank highest in terms of need.
- The City and community must require incoming New Media firms to educate and train local youth and residents in computer-based skills, including the formation of partnerships with existing internship and employment programs.
- Training organizations and public agencies should involve local schools and churches in developing linked programs. Create career day programs that build interest for youth and adults alike.
- Businesses should create career advancement programs for working parents that allows for their specialized needs, including childcare and self-paced classes.

Improve Job Training Links to Employment

Job training programs located in the community or working with local residents must ensure that people are truly being trained for the new economy. They must go beyond matching minimum employment skills to current jobs by empowering and guiding program participants towards better opportunities and career development.

THE COMMUNITY RECOMMENDS:

- Public agencies must widely communicate the First-Source hiring program to bring local residents into the new economy. The program should be expanded to include on-site training and identification of job creation from planned development and projects in the community. Oversight of agreements must measure effective cooperation and implement strict corrective actions as necessary.
- Job training programs must help graduates obtain jobs prior to or upon completion of the programs. The City should assess the capabilities of existing programs targeting Bayview residents to identify training and hiring gaps. City agencies and non-profit organizations must evaluate the success of these programs and adjust funding formulas accordingly.
- Responsible City agencies should evaluate the success of model training programs around the country to assess how they can be tailored to San Francisco and Bayview Hunters Point.

Require Private Industry to Support Community Initiatives

New businesses that locate in Bayview Hunters Point and large developers coming into the area need to work with the existing community in meaningful and comprehensive ways. Developers and business executives must be prepared to demonstrate how their project's objectives serve the goals of the community.

THE COMMUNITY RECOMMENDS:

- Developers must work with the community and document how their proposals fit with community goals and recommendations in this *Revitalization Plan*.
- Developers and new businesses must work with the City's First-Source hiring program and other job training programs to develop local hiring plans. This includes working with trade unions to provide on-site apprenticeship training programs during construction.
- Businesses that wish to locate in Bayview Hunters Point should offer mentorship programs for local youth.
- Large businesses with 40-plus employees should either provide on-site daycare facilities or help subsidize worker's childcare needs. All businesses should strive to allow their employees to have flexible work hours consistent with childcare availability.

Require Publicly Funded Projects to Support Community Initiatives

The numerous publicly funded projects planned in and around the southeastern part of the City provide job opportunities for many under- and unemployed Bayview

Hunters Point residents. Programs that require the hiring and training of local residents must be facilitated and stringently monitored by City agencies.

THE COMMUNITY RECOMMENDS:

- All publicly funded projects in Bayview Hunters Point must define how many under-skilled residents will be offered jobs, what kind of jobs are being offered, what actions will be taken to achieve defined employment goals, and how monitoring will take place. Once begun, they must monitor progress and report regularly to the community through appropriate City offices.
- Muni and the Department of Public Works must work with local job-training and youth mentoring programs early in their project process to bring residents into the job pool. This also requires working with trade unions to create on-site apprenticeship training programs during construction.

In conclusion, a significant number of Bayview Hunters Point residents need assistance in order to survive and prosper. The community's youth and single-parent households are especially vulnerable. It is easy for society to forget members who need help during prosperous times. Area leaders are calling for comprehensive analysis, accountability, and a community-based approach as new development comes into Bayview and the rest of the City. The key to success is in understanding the critical links between employment and education, training and child-care needs. While several beneficial job training programs exist, including the City's First Source Hiring Program, much more must take place at the neighborhood scale to meet the education and employment needs of residents. The next sections of Part I take this discussion about comprehensive programs into the areas of youth development, the special needs of community seniors, and public safety programs.



Performing arts programs offered by the Bayview Opera House are invaluable and should be strengthened. Courtesy Bayview Opera House.

C. PROGRAMS FOR STRENGTHENING OUR YOUTH

The community's success in educating, training and retaining its youth is of the utmost importance. Superior educational services must be offered to all young people, to help bring out their unique talents and develop the skills that will bring them success in the new economy. All residents and community leaders must actively advocate for supportive social and family services to strengthen youth so they may grow into productive, happy adults. And most importantly, the community's young people must be seen as full partners in the revitalization of Bayview Hunters Point.

This section reviews issues and needs for education, career planning, supportive social services, and cultural development. The recommendations made by the community to strengthen our youth are:

- *Improve our community's schools and increase educational opportunities for local youth, especially those most at-risk for dropping out before achieving basic literacy skills and a high school diploma;*
- *Improve education links to higher education and career development, including mentoring and entrepreneurship programs;*
- *Improve existing youth services by building efficiency and accountability into publicly funded operations; and,*
- *Advocate for increased recreation, culture, and entertainment facilities.*



Educating its youth is one of Bayview's top concerns. Courtesy Literacy for Environmental Justice.

EDUCATION AND CAREER COUNSELING ISSUES

Education issues are forefront in meeting the community's goals for social as well as economic revitalization. Since the 1983 Consent Decree ordering the desegregation of the San Francisco Unified School District (SFUSD), the Bayview Hunters Point community has seen some improvement of its educational facilities, but little progress in academic achievement. While citywide student performance has climbed over the past five years in San Francisco, overall grade point averages for Black and Latino students have remained low and too many young students of color do not achieve the fundamental goal of a high school diploma. Many of these students lack even the most basic literacy skills.

As explored in some detail in Chapter 2, Black youth in San Francisco have the lowest academic performance of students citywide. The median grade point average (GPA) of Black high school students in public schools is 1.81 (C-), while the median GPA of Black middle school students is 2.12 (C). The major reason cited for poor performance is absenteeism. Black high school students accounted for half of all city school district suspensions, though they represented only 17 percent of the entire SFUSD student body in 1997-98. Only 32 percent of Black high school students and 61 percent of Black middle-schoolers attend all their classes.

The desegregation order causes two-thirds of all Bayview students to be bussed outside of their community. While it brought special state funds into disadvantaged city schools for local improvements, not all local schools have seen equal investments. In Bayview Hunters Point, these investments have improved the Dr. Charles Drew and Dr. George Washington Carver elementary schools. While there are respectable high schools in San Francisco where the community's youth are sent, such as Philip & Sala Burton and Thurgood Marshall schools, one of the greatest problems identified by residents is the lack of a community high school in Bayview Hunters Point. Without it, the kind of parent-student interaction and involved support that characterize the best schools in the state is not possible.

KDG Architects conducted a series of Bayview youth surveys and workshops in 1997 whose findings provide insight into what young people themselves think is critically important and what they need in order to do better educationally. Three-quarters of the Bayview Hunters Point youth who participated in the focus groups stated their greatest worries centered on the following educational issues:

- Finishing high school or college
- Getting a scholarship or financial aid
- Worries about the quality of education
- Getting admitted to the college of their choice
- Being academically prepared for the future.

The remaining 25 percent of the respondents were worried about racial discrimination, personal health and safety, teen pregnancy, and environmental pollution. These concerns are understandable, but there are several points of light on the horizon. Prospects for getting a competitive education in the community are growing as parents and educators, students and concerned citizens push to create institutions that set and maintain high academic standards.

One new model is the Gloria Davis Middle School. This alternative school has a core curriculum of science, math, and technology with a focus on an approach called "project-based learning." Not only does the school provide a superior curriculum, it also serves as a "beacon school" for the community; public school students of all ages can get tutoring, vocational education, and computer training. Childcare, intergenerational activities, and family mental health services are available for all Bayview residents.

"Put poor children in a challenging environment, let them know that you believe they are capable, and they rise to the occasion every time."

GLORIA R. DAVIS, *visionary educator*

The increasing number of private schools in Bayview Hunters Point provides another option for students seeking a good education. For example, the Archdiocese of San Francisco plans to establish a parochial school in the facility currently occupied by the San Francisco Educational Services (SFES). The Joint Center for Political and Economic Studies, an African American think tank, found that Black parents tend to support school vouchers, concluding that 86 percent of Blacks between the ages of 26-35 approve of private schools. This reflects a national trend of attracting lower-income students to private schools. A recent Harvard University study showed that low-income students in private schools performed substantially better than those in disadvantaged public schools.

At the most basic level, public schools have suffered from a low level of investment per student. California ranks 46th out of the 50 states for this degree of investment in our youth. Black children have suffered from even less investment as their local schools go without maintenance needs being met, without investments in the best teachers, and little in the way of curriculum development.

EXISTING SOCIAL SERVICES FOR YOUTH

The network of social services to local youth in the Bayview has grown as a result of changes in education leadership and increased City funding. Several City agencies together allocated over \$16 million in funds in 1998 for programs

and operations that directly serve Bayview Hunters Point youth (see table below). The single largest allocation, \$7 million, came from the City's Department of Public Works for the construction of the King pool house.

Despite the large amount of money shown in this budget, there is no measure of how effective the investment is by tracking expenditures keyed to targeted goals. The City's Department of Human Services is leading a citywide effort to collaborate with private social service providers to assess the effectiveness of these programs and define measures to improve services at the neighborhood level. Once again, accountability must be built into the system.

One directly measurable improvement is the One-Stop Resource Center located at the Southeast Facility. The Center provides information on all city services, job training, and education opportunities. Requests for services to be co-located are increasing. Only one social service agency in the Bayview, The Senators, owns its operating facility.

As the community grows, many service organizations will be forced to relocate. San Francisco Educational Service is one such organization that must relocate in the next two years. Plans to concentrate important community-based organizations in one area would serve to encourage greater use by youth through increasing the visibility of services. Many non-profit organizations need critical support that could be provided by sharing facilities, services, staff and equipment. This could also maximize efficiency by reducing duplication of efforts and services, further helping to close the gap in existing services.

Youth Mentoring and Career Development

Career and educational counseling are needed if young people are to negotiate the challenges of today's working world successfully. Tutoring and mentoring programs play a critical role in enhanced school-based education. Teaching

Figure 19: City-funded Services to Bayview Hunters Point Youth

| | |
|---------------------------------------------|------------------------|
| Art Commission | \$ 241,750.00 |
| Recreation and Parks Department | \$ 4,220,000.00 |
| Mayor's Criminal Justice Program | \$ 328,061.00 |
| San Francisco Unified School District | \$ 3,257,441.00 |
| Department of Children, Youth, and Families | \$ 957,000.00 |
| Department of Public Works | \$ 7,200,000.00 |
| Total | \$16,204,252.00 |

Source: SF Empowerment Zone Strategic Plans FY 1998-99

young people important life skills is another crucial element of any plan designed to develop their abilities and increase their chances for success.

Mentoring programs tied to local businesses are desirable in light of the fact that Bayview Hunters Point youth are unaware of the opportunities that exist in their own community, believing there are no jobs here. The 1997 KDG study relates: “We told the youth that 30,000 jobs exist in the BVHP community, but only 1,500 residents work in those jobs. They were unaware of the jobs in the Bayview and most did not consider working in Bayview when they finished school because they were not aware of (there being) jobs here.”

When asked what type of jobs would interest them, Bayview youth replied:

- 30 percent:** Serving Others (Medicine, Childcare, Hairstylist)
- 25 percent:** Owning or Operating a Business
- 25 percent:** Creating Something (Dancer, Artist, Architect)
- 10 percent:** Manufacturing a Product
- 10 percent:** Selling a Product or Service

Connecting Bayview youth to existing youth entrepreneurial programs should complement new mentorship programs that offer education, training, business support, and financial assistance to students. The need for mentorship programs that educate youth about the business and job opportunities around them is crucial to their leadership development. This is especially the case as young people of color are often not able to enter into the computer-based economy offering the best career opportunities. As important is developing an in-depth understanding of what youth themselves are interested in: their dreams, goals, and motivations. The only way to accomplish this is to create open lines of communication and build nurturing relationships of trust.

COMMUNITY RECOMMENDATIONS

Improving Our Community's Schools

Successful provision of elementary and middle school educational services must include similar efforts for a local high school. Bussing Bayview Hunters Point children out of their community has not been a success despite achieving goals for increased ethnic integration. As the community continues to grow and the adjacent Shipyard is redeveloped,

the need for community-based schools with advanced curricula becomes critical. What is needed in particular is a community-based high school with advanced technology.

THE COMMUNITY RECOMMENDS:

- The community requires an integrated learning approach to see our youth educated for 21st Century opportunities. Revitalization strategies must incorporate the long-term development of youth in Bayview Hunters Point through coordinated education and job training.
- The San Francisco Unified School District must provide superior educational training that focuses on math, science, technology, and the performing arts. This includes increased services for existing local schools and the development of a new community high school.
- The community supports the “Beacon School” approach including tutoring, vocational education, and computer training with traditional classes for all residents. This approach also incorporates programs designed to develop needed life skills that build self-esteem.

Improving Existing Social Services

A major criticism of existing efforts has been the lack of accountability in expenditures of public funds earmarked for Bayview Hunters Point youth. Many residents feel cut off from decision-making and left out of the process. With this much money at stake and so many children in dire need, the community demands definition and assessment on a regular basis. Also of concern is the lack of awareness exhibited by youth of programs and services in their own backyards. Without a local high school or single point of contact, the need to bring programs to the youth requires other site-based solutions.

THE COMMUNITY RECOMMENDS:

- The Mayor’s Office and other government agencies must demand accountability from services, organizations, agencies and other who provide services using public funds. Involve and educate community members about their role in this process.
- Organizations that serve youth and provide information about job training or potential employment should be located in the Town Center area.
- The community seeks expansion of existing childcare center capacity and the creation of new facilities that are centrally located, including a Sick Child Care Center.
- The community requests the creation of a new satellite community center in the Bayview Hill neighborhood to address these residents’ special needs.



These young entrepreneurs are being paid to record and formally document discussions at community meetings.

Mentoring Services and Entrepreneurial Programs

Career and educational counseling are needed if young people are to successfully negotiate the challenges of today’s working world. Tutoring and mentoring programs will play a critical role in enhanced school-based education. Teaching young people important life skills is another crucial element of any plan designed to develop their abilities and increase their chances for success.

Black Enterprise Inc.’s Kidpreneur Program is an excellent national resource that acts as a model for local programs. One excellent local program is the San Francisco Youthworks Program sponsored by the Mayor’s Office. Other local models include the Columbia Park Boys’ and Girls’ Club “Sunshine Sidewalk Cleaners” operation.

THE COMMUNITY RECOMMENDS:

- The City must work with the community to develop linkages with target industries to identify meaningful jobs for youth in technology, sports industry, construction, new media, and business management, including “youth-driven” businesses in the clothing and music industries. This includes developing mentor programs in association with area employers and local groups.
- The City should create a unified job bank with job pre-screening services coordinated with the First Source Hiring Program. Youth awareness of job training opportunities throughout the City must be increased.
- The City should work with the school district and local non-profit organizations to create new and support

existing Youth Mentorship and Entrepreneur Programs.

- The community must lobby for the construction of a large technologically advanced job-training facility in the community.
- At-risk youth should be employed in all public works and environmental restoration projects.

Programs for Recreation, Culture, and Entertainment

Opportunities for youth entertainment, recreational and cultural activities are lacking in the Bayview Hunters Point community. Some park facilities are antiquated and not adequately maintained, while others lack youth programming. The area also lacks movie theaters and modernized cultural facilities. The operating budget for the Bayview Opera House will double this year to alleviate funding difficulties, but no capital funds are available for needed physical improvements.

THE COMMUNITY RECOMMENDS:

- A Children’s Center should be created that includes a tech center, roller and ice skating rink, learning-based childcare facilities, video game room, bowling alley, snack bar, playground, and conference rooms.
- The Bayview Hunters Point Children’s Center should be:
 - 1 modeled on the Yerba Buena Gardens Children’s Center;
 - 2 developed in conjunction with the Bayview Opera House expansion; and,
 - 3 located in the Town Center.
- The City should provide expansion funding to the Bayview Opera House to include an arts and technology school.
- The City and community must work together to create new recreational and cultural facilities in Town Center area.
- All agencies must work together to create safe places that are strongly youth-identified, where young people are the primary audience.

The program recommendations for youth development seen in this *Revitalization Concept Plan* are only a beginning. Community leaders must empower youth with a sense of their shared destiny as important stakeholders in the future of Bayview Hunters Point. The most elemental basis for self-esteem is to understand one’s ability to make change, to have an impact upon the world. The first step is creating a Youth Development Committee within the PAC to advise and guide the implementation of these recommendations.



Bayview Hunters Point Multipurpose Senior Services, located at 1706 Yosemite, will be celebrating 30 years of service to the Bayview community in September, 2001. Courtesy Bayview Hunters Point Multipurpose Senior Services, Inc.

D. PROGRAMS AND SERVICES FOR COMMUNITY ELDERES

Approximately 17 percent of area residents are 65 years or over. These figures are expected to increase as the population ages. The ethnic breakdown of seniors in Bayview Hunters Point is approximately 64 percent African American, 16 percent Asian, 14 percent white, and 6 percent Latino. The typical profile of a Bayview Hunters Point senior is an African American homeowner with an average annual income of \$15,000 or less. Comprising 60 percent of all area homeowners, community elders have been described as “house rich but cash poor.” In 1996, over 30 percent of these seniors were eligible for Medi-Cal, compared to 20 percent citywide.

This section reviews issues and needs for services and programs that serve our community elders. The recommendations made by the community are:

- *Provide for senior resident’s unmet Health Care needs;*
- *Provide for financial management and case management needs;*
- *Increase transportation services for seniors;*
- *Improve housing assistance and providing affordable housing ;*
- *Provide for fresh food needs and improving nutrition services;*
- *Create a Senior Center; and,*
- *Increase employment opportunities for seniors.*

EXISTING SENIOR SERVICES AND SERVICE PROVIDERS

“Many of our seniors came to San Francisco during World War II when there was a huge demand for workers in the Navy Shipyard at Hunters Point. Many of these workers became homeowners, while others became residents in rental units, subsidized housing complexes and public housing projects. These seniors, residents of San Francisco for five decades, are now in need of care, in many instances, simply due to the aging process. There are not enough facilities available to care for this population in or near where they call home.”

SOURCE: *“Honoring Our Elders: Building an Aging Campus,” National Black Aging Network and the Bayview Hunters Point Multipurpose Senior Services Center.*



The Network for Elders helps seniors help themselves through constant education about existing programs and services. Courtesy Network for Elders.

The three primary programs operated by the organization are:

- 1 Bayview Hunters Point Senior Center**
The Senior Center provides noon meals, SHARE food program, intervention and referral, social services referrals, recreational activities, educational programs, trips and special events.
- 2 Adult Day Health Center**
This state-funded health center was established in 1985 to provide nursing and personal care, social work, physical therapy, occupational therapy, speech therapy, and nutrition counseling. The Center’s health care program focuses on persons who have had strokes or heart attacks, and those who suffer long-term illness including cardiac problems, arthritis, and other debilitating diseases.
- 3 In-home Support Services**
The Bayview Hunters Point Senior Center is a member agency of the San Francisco In-Home Support Services Consortium. Services are provided to seniors and persons with disabilities who have Department of Social Services authorization who require trained attendants, on-going case supervision, information and referral counseling, and emergency backup in times of severe illness.

The San Francisco Commission on the Aging (COA) is the lead public service agency funding direct services for seniors via contracts with community-based non-profit and public agencies. In 1998, COA funded \$13 million to service providers citywide, with \$378,000 for direct services to seniors in Bayview Hunters Point. The five senior service agencies funded by COA are: Bayview Hunters Point Multipurpose Senior Services, Inc., Bayview Hunters Point Network for Elders, Project Open Hand, Meals on Wheels of San Francisco, and the Western Addition Senior Citizens Service Center. Other city departments offer a variety of services to elder residents of the City, including the Department of Human Services, Department of Public Health, Muni/Paratransit, and the San Francisco Police Department.

After reviewing services currently available to community elders, gaps in meeting these valued residents’ needs will be examined along with recommendations made by the community for this *Revitalization Concept Plan*.

Bayview Hunters Point Multipurpose Senior Services, Inc.

Bayview Hunters Point Multipurpose Senior Services, Inc. was established in 1971 to provide direct services to elders in the community. It is the largest senior program in Bayview Hunters Point, receiving approximately \$168,000 annually from the COA, with some additional funding from other sources.

OTHER EXISTING SERVICE PROGRAMS FOR COMMUNITY ELDERES

Bayview Hunters Point Network for Elders

Two organizations developed out of Bayview Hunters Point Senior Services are the National Black Aging Network and the Bayview Hunters Point Network for Elders. Since 1989, the Bayview Hunters Point Network for Elders has assisted

seniors to become more independent. The Network's primary clients are senior homeowners, serving more than 300 clients. The Network educates the public about services available to seniors, delivers monthly food boxes to the homebound, provides transportation services, holds health seminars and organizes volunteers to do home repairs and yard work. Most recently, the Network has become the manager of the Bayview Hunters Point Senior Central Information Referral Services and Financial Management Services, both sponsored by the COA.

Project Open Hand

Since 1998, Project Open Hand has been providing daily lunches to over 850 seniors at 17 different locations in the City. Sites serviced in Bayview Hunters Point are the Joseph Lee Recreation Center and All Hallows Senior Housing. Volunteers help prepare, package, serve and deliver meals.

Meals on Wheels

Meals on Wheels started in 1970 as a volunteer organization and now serves over 600,000 meals to the City's senior population. In 1995, Meals on Wheels opened its own state-of-the-art, 7,000 square foot kitchen with a staff of 30 in Bayview Hunters Point. As of 1998, the program served over 78,000 meals to homebound seniors in the community,



Seen here, seniors learn first hand about a health/fitness program and exercise regimen tailored specifically to seniors. Courtesy Network for Elders.

offering clients two meals per day, nutrition counseling and referral services targeted to Bayview Hunters Point seniors.

Muni Para-transit Services

Para-transit services are available to all persons with disabilities, not necessarily based on age. More than 13,000 people with disabilities used the services last year. These services include a lift-van for trips by wheelchair users, a group van for 10 or more persons to a common site, taxi scripts for individuals and ramped taxi service. Para-transit provides group van services to the Bayview Hunters Point Senior Center and the Adult Day Health Program. Through a needs assessment, Muni determined that some riders fall into a "gray area," where they do not meet the Americans with Disabilities Act (ADA) criteria for these transportation services, but have difficulty using public transportation. Muni initiated a pilot program, "Para-transit Plus," to service this type of client. However, the program is small, with fewer than 100 customers, and riders must be over 85 years old or be former para-transit customers that no longer meet ADA requirements. Other transportation programs include group van services to senior meal sites, and shopping, recreation and medical trips funded by the COA, Public Transportation Commission and the San Francisco Transportation Authority fund. Additionally, the John King Center accepts taxi scripts for van services and has six vans to serve local seniors.

Southeast Health Center and the Silver Avenue Health Center

The Southeast Health Center and the Silver Avenue Health Center are both part of the Department of Public Health's Community Health Network. The Southeast Health Center, located at 2401 Keith Street (at Armstrong), offers a daily by-appointment clinic for primary care and a part-time/afternoon drop-in Nurse Clinic. The Silver Avenue Health Center, located at 1525 Silver Avenue (at San Bruno/Interstate 101), is another primary care facility, by-appointment daily. These two facilities provide the only medical services in Bayview Hunters Point community.

Bayview Hunters Point Senior Escort Patrol and Crime Prevention Services

The San Francisco Police Department funds the Bayview Hunters Point Senior Escort Patrol and Crime Prevention Services (SEPCPS) to prevent the victimization of community elders. SEPCPS services include walking patrols in high crime areas, parks, medical facilities and senior events, and transportation for group shopping. More than 3,700 elders were served citywide in 1998.



The Network for Elders and SLUG collaborate to provide yard assistance to seniors. Courtesy Network for Elders.

Western Addition Senior Citizens Service Center

Western Addition Senior Citizens Service Center prepares and delivers hot meals seven days a week to eight sites city-wide, including both of the Bayview Hunters Point Multipurpose Senior Services sites. The Center also provides over 550 hot home-delivered meals to homebound elderly.

AN ASSESSMENT OF UNMET SENIOR SERVICE NEEDS

Despite the wide array of existing programs and the City of San Francisco's reputation as a leader in providing high quality and innovative senior services, the demand for services in Bayview Hunters Point is increasing with the growth of the area's senior population. The bottom line is that programs are under-funded comparative to need. In 1997, the City's Commission on the Aging conducted an assessment of San Francisco's senior service system, with the following findings:

- San Francisco's senior services system was fragmented, resulting in gaps to services for seniors, especially those in under-served neighborhoods such as Bayview Hunters Point
- A lack of senior services existed in the South Central district of the City
- There was a need for a single point of access for information about senior services
- Improvements were needed to transportation, housing and safety services for all seniors.

The Commission identified 10 focal point areas within the City to establish district planning councils composed of both service providers and local seniors. These local councils assist in developing work plans for each area. The result is the San Francisco Commission on the *Aging Area Plan 1997-2001*, which provides a comprehensive assessment of the City's senior service needs with goals and objectives for meeting them successfully. The initial outcome was the establishment of 10 "Senior Central" offices, one-stop neighborhood resource centers for elders. The Bayview Hunters Point Senior Central office opened in May 1999, under the direction of the Bayview Hunters Point Network for Elders.

In November 1998, the Commission on the Aging Advisory Council and the senior central planning council for Bayview Hunters Point sponsored a Neighborhood Senior Central District Town Hall Meeting to determine the unmet needs of its seniors. The report on this meeting, *Unmet Needs Assessment Services Prioritization*, identified the demands on current senior services and seniors' unmet needs in Bayview Hunters Point. The highest unmet needs include health services, money management and case management for frail elders, affordable housing, nutrition services, and transportation services. The following recommendations look at each of these issues and provide direction for the future update of the COG's area plan.

COMMUNITY RECOMMENDATIONS

Providing for Health Service Needs

Health service needs were cited in every community workshop and outreach activity as a priority issue to be addressed during revitalization planning. These services include health education and the need to obtain public assistance to access Medi-Cal, Medicare, and Supplemental Social Insurance. In addition, there is a dire need for mental health services, since neither of the nearby health clinics provide such services.

THE COMMUNITY RECOMMENDS:

- Expand the Health Insurance Counseling Advocacy Program (HICAP) to promote greater awareness of how to obtain public benefits and access health services.
- Expand the Southeast Health Center to become a full-service medical facility. Health care services of primary, specialty, and other medical services should include mental health services, dentistry, optometry, audiology, podiatry, speech services, pharmaceutical services, physical occupational and recreational therapies, an

on-site physician and a community biomedical ethics program.

- Create a “senior district” and Aging Campus in conjunction with health facilities.
- Improve health services within Bayview Hunters Point to include more senior-specific services and hospital services. A geriatric research lab focusing on aging research linked to local research hospitals and universities is a major step in the right direction.
- Increase health services within Bayview Hunters Point that specifically meet the needs of local seniors such as In-Home Care Support and a Respite for Caregivers program. Provide access to both traditional and alternative health services.

Providing for Money Management and Case Management Needs

Money management for the elderly population is a very high priority for the community in meeting senior residents’ needs. More awareness of financial and physical abuse of seniors is required. Legal representation is necessary for adequate estate planning. Bayview Hunters Point lacks these financial counseling and management services. Reliable and trustworthy money management services and case management counselors are needed to support frail or homebound elderly so they may remain in their homes as long as possible, ensuring their independent lifestyles and the ability to remain in the community.

THE COMMUNITY RECOMMENDS:

- Expand existing programs to meet the demand for these services, including respite care to support grandparents who provide childcare, and especially where parents are absent due to substance or alcohol abuse. The Multipurpose Senior Services has established the “Grandparents Who Care” support group and the Intergenerational Program at Gloria Davis Middle School to assist grandparents. However, greater funding is needed to support this special group of seniors.
- Provide Adult Day Health Care subsidies for seniors on a fixed income who can not meet Medi-Cal income requirements.
- Provide In-Home Supportive Services to help seniors who do not meet Department of Human Services criteria or need immediate help in the interim waiting period. Funding to support a “telephone reliance/friendly visiting” program is also suggested.
- Improve case and money management services, coordinate senior service providers, and enhance senior centers to accommodate additional services.

Housing Assistance and Affordable Housing Needs

The general need for affordable housing is much worse for community elders, often on meager fixed incomes. According to “The State of Seniors Housing Report” of 1998, all major property types designed for seniors — including congregate living, assisted living and nursing homes — have median occupancy rates above 95 percent with an average waiting period of more than three years for placement. This demand for specialized senior housing is especially high in San Francisco, illustrated by the Independent Housing Services study, highlighting an immediate need for at least 11,000 supportive housing units in San Francisco for frail elders.

To meet the demand for senior housing, the Bayview Hunters Point Neighborhood Senior Central District Advisory Council has recommended building new housing for seniors along the Third Street Corridor near planned Muni Light Rail stations. Another recommendation is to build several small “board and care” homes, designed to serve six to eight people, or other assisted-living options. Equally as great as the need for new senior housing development is the need for services which sustain seniors’ ability to remain in their homes and in the community. Bayview Hunters Point senior homeowners need home improvement programs and services, especially increased access to safe handyperson services, improved home repair and safety programs and improved rehabilitation loan programs for low-income homeowners.

THE COMMUNITY RECOMMENDS:

- Develop housing assistance specifically for seniors through increased investment in City programs that assist low-income homeowners.
- Improve Single Family Retention Housing Programs by increasing access to registered handyperson services, improve City-provided home repair and safety programs, and revise the City’s rehabilitation loan programs for low-income homeowners targeting seniors.
- Expand affordable housing opportunities for community elders by building new housing units on Third Street and building more small board and care homes (six to eight people) on infill lots throughout the central part of the community. Explore more assisted living options for larger developments.
- Develop new senior housing near the Southeast Health Center. A variety of affordable and market rate housing units should include one- and two-bedroom units, short-term housing projects, hospice units, assisted-living units, and a long-term care nursing unit with skilled professionals.



Expanded and centralized food and nutrition services are in demand. Courtesy Bayview Hunters Point Multipurpose Senior Services, Inc.

Food and Nutrition Services Needs

The three organizations providing nutrition programs in Bayview need to expand capacity in order to meet the demand for their services, with priority given to home-delivered meals. Project Open Hand, the leader in home-delivered meals in the City, currently serves 133 Bayview Hunters Point seniors but many more are on the waiting list due to a lack of funding. The Western Addition Senior Citizens Service Center, which delivers hot meals to homebound seniors, would double its capacity with a new vehicle and additional funding for food.

There is also a very strong expressed need for a full-service grocery store or supermarket and more drugstores in Bayview Hunters Point. Currently seniors, like many other residents, travel outside of the area for much of their food shopping, especially for specialty ethnic foods and fresh produce. A weekly or bi-weekly farmers’ market would benefit residents greatly. Many older residents would also benefit from community gardening activities, both for exercise and for food production — even providing additional income raised from sales of their produce.

THE COMMUNITY RECOMMENDS:

- Improve nutritional services by expanding the capacity of all existing home-delivered meal programs.
- Enhance nutritional education services to homebound seniors and in congregate eating facilities by increasing operational and purchasing capacity of existing service providers. Funds are especially needed for the purchase of food products and transport vehicles.

- In conjunction with the creation of a Community Aging Campus, fund and develop a central dining and banquet facility with a seating capacity of 200 designed to accommodate daily meal service to elderly residents.
- Create opportunities to increase healthful produce supplies to the community through farmers’ markets and community gardens, with specially designed areas for seniors.
- Support the development of grocery stores, drugstores, nutrition supplement stores, specialty ethnic foods stores, and other retail commercial development along the Third Street corridor and Town Center.

Transportation Service Needs

Community elders have cited accessible transportation as a critical need for their well-being and ability to obtain nutrition and health services, and for grocery and other shopping. Public transit is the most highly utilized of all transportation programs by seniors, followed by para-transit van, taxi script, and senior escort programs. In workshops, seniors have asked for Muni service expansion and physical improvements, such as providing more places to sit while waiting for buses, especially at transfer points on the 54 line. The expansion of para-transit services was also mentioned repeatedly.

The Senior Central District Advisory Council has also suggested a grocery shopping shuttle service and motorized grocery shopping carts. The Senior Escort Program currently provides opportunities for group shopping and social and recreational trips, but it is limited by the lack of vehicles and should be expanded because it offers services not available from para-transit. The City’s taxi voucher program offers limited services to Bayview Hunters Point but is often described by seniors as “too slow” or “too difficult” to use. There is also a need to have better information about those transportation services that are available, such as the Network for Elders volunteer-based transport service bringing elderly clients to medical visits and on shopping trips.

THE COMMUNITY RECOMMENDS:

- The Bayview Hunters Point Senior Central office should lead the enhancement of coordination between group transportation services.
- Increase individual and group van services by expanding the Senior Escort Service Program, and the Para-transit Plus Program. This includes the enlistment of volunteers for volunteer-based programs.
- Expand the Senior Escort Services Program with new vehicles and programs that support senior transportation to and within shopping areas, including a grocery shopping shuttle service and motorized grocery shopping carts.



Beyond services, Bayview's senior service agencies also provide camaraderie and an enriched social life filled with events and celebrations. Courtesy Network for the Elders.

- The highly used #54 Muni service line should add bench seating at bus shelters to accommodate seniors. This includes provisions for the new Third Street Light Rail station areas.

Senior Center Enhancements

Bayview Hunters Point lacks social activities and recreational services for seniors. Currently Bayview Senior Housing, Bayview Pool House, Bayview Senior Services Office and the Southeast Health Center are all within a one-block area. This area could be a safe and comfortable gathering space for community elders, with co-located development such as grocery shopping opportunities and drug stores. Physical enhancements are needed at senior facilities to support cooking, computer classes, and social activities. The YMCA is currently interested in building a new facility in Bayview Hunters Point and should be planned to accommodate seniors.

THE COMMUNITY RECOMMENDS:

- Create a centralized senior district near the Southeast Health Center with identifying signs, lighting, landscaping and bulb-outs for small game-playing areas, and mini-parks.
- Develop an "Aging Campus" on 10 to 20 acres to provide comprehensive care for all seniors from independent seniors to frail elders including housing, health care, social and economic services, educational, cross-cultural and recreational services, a dining facility and geriatric research facilities.

The aging campus should include:

- Educational, cross-cultural, and recreational services including adult daycare, after-school program and adult school.

- Performance space, art gallery, library and music studio, pool, spa, tennis courts and community garden.
- In-Home Care Support services and respite care for grandparents a caregivers of children.

Employment Opportunities for Seniors

As more Bayview Hunters Point residents reach retirement and people live longer, there is a need for increased connection to employment opportunities for seniors. Many residents often held jobs that did not offer pensions and other long-term benefits. Some seniors need opportunities to exchange their life skills for other services without using currency. Currently, the Bayview Hunters Point Multipurpose Senior Services program provides a "Handyman Program," allowing skilled seniors to use their plumbing, carpentry, electrical and other skills in this manner.

THE COMMUNITY RECOMMENDS:

- All businesses in the community should create employment opportunities for able elders in new and existing social and economic services including transportation, counseling, legal aid, accounting assistance, conservatorship programs, financial counseling, employment counseling, AIDS education and counseling, substance abuse prevention and other programs.
- Agencies and organizations should provide professional money management and counseling services to seniors by establishing neighborhood-based financial planning programs for elders.
- Develop businesses in the community asked for by seniors, including barber shops, beauty salons, cafés, laundry services, movie theaters, and postal, housing and personal care services.

All the proposed projects and programs discussed in this section require collaboration between city, state, and other government agencies with community-based organizations, non-profits and other local groups. Existing resources and providers should take advantage of the recently established Bayview Hunters Point Senior Central office and Senior Central District Advisory Council to coordinate services for community elders and eliminate existing service gaps.

A major desire expressed by participants in the creation of this *Revitalization Concept Plan* is to increase the participation of local seniors in the Bayview Hunters Point District Advisory Council established by the City's Commission on Aging. Community seniors should be part of all revitalization endeavors and be called upon to help solve local problems. Most of all, this community wants our esteemed elders to know how much their wonderful presence in community life is valued.



Bayview's newest mural at Third and Carroll is but one testament to the tradition of public art that community members wish to continue.

E. PUBLIC SAFETY AND COMMUNITY WELL-BEING

Improving public safety and security is another top concern for community leaders, business owners, and residents alike. In every public workshop and forum, reducing crime and creating a feeling of community well-being was determined a cornerstone of revitalization planning for Bayview Hunters Point.

The recommendations made by the community for increased public safety and well-being are:

- *Strengthen public safety programs through education, outreach, and community participation;*
- *Create better relationships with community-based police and provide community service arrangements for minor offenders; and,*
- *Make public safety improvements that enhance the real and perceived environment of the community.*



A multi-agency effort could help to turn a vacant property/storefront along Third Street into an opportunity for the placement of a satellite/storefront police office.

AN OVERVIEW OF COMMUNITY CONCERNS AND CRIME TRENDS

The community's deep concerns about public safety are not new: a 1991 survey asked 100 Bayview Hunters Point business owners for their opinions about why more people did not frequent Third Street merchants. Nearly three-quarters of the respondents believed the four "extremely important" constraints affecting potential shoppers were crime, drugs, loitering and the unsafe public image of the Third Street corridor.⁶

These perceptions are not unfounded: according to statistics provided by the San Francisco Police Department, crime in Bayview Hunters Point during the years 1991 to 1995 accounted for an increasing percentage of citywide crime. Rates of aggravated assault, residential burglary, and statutory rape were all substantially higher than the City's averages. Over 10 percent of the aggravated assaults in the City occurred in the Bayview, though the community's population is only 6 percent of the City's total. Meanwhile, residential burglaries and statutory rapes both increased by 4 percent while the City's totals decreased dramatically.⁷

A 1997 citywide survey showed little change in the public's perception of safety in Bayview Hunters Point.⁸ Although the community is characterized by stable residents and homeowners, a negative perception of crime is created by the image and appearance of Third Street with liquor stores and loitering, vacant buildings and lots, and security bars or gates covering most storefronts. Residents of southeastern San Francisco, including Bayview, felt less secure here than in other parts of the City: during the daytime, 50 percent of southeastern residents felt safe compared with 80 percent in other neighborhoods. At night, less than 25 percent of southeastern residents felt safe compared with over 45 percent citywide. These perceptions are validated by understanding that while crime rates have declined in San Francisco, crime rates in Bayview have largely remained constant.

Liquor stores are a major concern to all residents and discussion surrounding them has been a recurring topic in community meetings. There are at least 64 liquor outlets in the Bayview, with 11 concentrated along the nine blocks of Third Street in the Town Center; on each block, there is a liquor store or grocery store selling liquor. There is also a high correlation between liquor stores and crime on Third

Street, with an average of 9,000 incidents reported to police in 1998.⁹ Liquor stores and outlets attract loitering and are the primary location of graffiti in the area.

The Police Department works with the State Department of Alcohol Beverage Control to enforce laws created in 1996 under the Retail Operations Standards Act. This act allows law enforcement agencies the power to force liquor license holders to maintain "clean and safe premises," including clean sidewalks and the deterrence of loitering, or risk having their licenses suspended. On-going enforcement requires vigilance on the part of the community.

COMMUNITY RECOMMENDATIONS

Strengthening Public Safety Programs

There is a direct link between public safety and economic revitalization. A safe, attractive public environment in Bayview Hunters Point, particularly along the Third Street corridor and in the Town Center, will attract more patrons to local businesses and increase the well-being of all residents. At the same time, minor offenders are also members of the community and should be dealt with justly. The following recommendations are only a beginning to solving the larger social problems affecting Bayview Hunters Point, providing a framework for an on-going dialogue among community residents and City agencies.

THE COMMUNITY RECOMMENDS:

- Require the San Francisco Police Department to increase bicycle patrols as an effective means to deter crime in the Town Center while also bringing them closer to the public they serve, laying the groundwork for a partnership between residents, store proprietors, and police officers.
- Encourage and sponsor public safety events including school and church group presentations, neighborhood association meetings, and street fairs. This provides another means of building productive relationships with the community's police officers.
- Develop a Safe Walk program where residents, especially youth, have a number of locations where they can find a safe harbor when needed.
- Require the enforcement of the Retail Operations Standards Act for all liquor outlets in Bayview Hunters Point.
- The City should create community courts for minor offenders, defining types of community service as restitution for breaking minor laws. Community service should be coordinated with local graffiti abatement and trash removal programs, with a special focus on Third Street.
- Community residents must act to strengthen the "Respect the Neighborhood Program" (ROSES) and other neighbor-

hood crime reduction programs. Local police must help organize and implement this community-based effort.

Making Public Safety Improvements

Another means of increasing public safety and well-being is provisioning public space with improvements designed to reduce crime and creating a community police presence to distill poor perceptions of Bayview Hunters Point.

THE COMMUNITY RECOMMENDS:

- Create a storefront Police Station office on Third Street to provide information about safety programs, a safe harbor for youth, and most importantly, an immediate police presence in the heart of Bayview.
- Create a satellite police station office on Hunters Point Hill where residents can feel more connected to crime abatement efforts.
- All agencies and developers must incorporate police in the design review process for public space improvements and other project planning to gain their insight into where improvements can be made.
- Increase lighting in public spaces and streets, including more pedestrian-oriented lighting instead of a sole focus on pole lighting designed for automobiles. Invest in building-mounted lighting along Third Street and increase visibility wherever possible to deter crime.
- Increase pedestrian and bicycle safety through the creation of well-lighted and highly visible crosswalks at all intersections, including mid-block crosswalks where possible. Clearly marked bicycle lanes should be provided on all major streets.
- Set "Safe Design" standards for all new development utilizing accepted professional standards in design. Work with existing developments, especially housing, to redesign areas with defensible design principles.

The most important step towards increasing public safety and well-being in the Bayview Hunters Point community is getting all residents, merchants, and employers involved in the on-going discussion about solutions and obtaining their assistance to monitor existing enforcement programs. Education is a major part of this effort, which helps people to feel empowered and resourceful in solving community-wide problems.

Part II of this chapter of the *Revitalization Concept Plan* defines community-wide programs that focus on physical design improvements and standards set for the physical environment of Bayview Hunters Point. The programs described here in Part I for improving economic, social, and educational well-being in the community must work hand-in-hand with these physical and environmental programs in order to succeed. ■ ■ ■