

It's what community looks like!



To our Neighbors and Friends,

Thank you! You have been an important part of the extraordinary work known as Quesada Gardens Initiative. We are writing to celebrate over a decade of accomplishment, and to share some plans for the future.

Today, lots of people know that Quesada Gardens builds community in the heart of San Francisco's Bayview Hunters Point neighborhood. In 2002, when **Annette Smith** and **Karl Paige** reached out to their neighbors and created the first garden on Quesada Avenue, community building in Bayview was more hope than reality.

Dozens of neighbors connected back then, worked hard together, and **transformed a place** others had given up on. The seed of change they planted on Quesada flourishes as a series of vibrant community building projects, from Quesada and 3rd to Bridgeview Drive.

Now we are excited to announce the launch of the **Quesada Gardens General Store**. Maintaining and programming destination point public spaces costs our community more all the time as the number of people who participate and visit grows. Commerce with a social benefit will help cover those costs.

Quesada Gardens touches thousands, and inspires beyond its borders. We hold a vision of a **Bayview where every resident knows their neighbors**. Like you, we believe Bayview is a place of beauty where our diversity and history are precious, where everyone has a right to health, safety and economic opportunity, and where the physical and social environment can be shaped by the people who put down roots here.

We are forever grateful for your help and trust through the years.

On behalf of the entire Quesada Gardens Initiative family,

Jeffrey Betcher
Co-Founder
Executive Director

Annette Smith
Co-Founding Gardener
Board Chair "emeritus"

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Bayview Footprints Network of
Community Building Groups

Fiscal Agent

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QGI has generated massive volunteerism and neighborhood foot traffic

We have documented nearly **6,000 involved resident contacts** and **45,000 hours of service** valued at \$540,000. Hundreds of first-time visitors have had meaningful experiences in the heart of Bayview during one of the **175 group tours and volunteer days** that we have hosted.

QGI has generated a new narrative for Bayview Hunters Point

The palm trees on the 1700 block of Quesada are known far and wide as an emblem of community-generated change. QGI's bi-weekly ***Bayview Footprints Local News*** has an audience of 3,500 subscribers, and has released 140 editions since 2008. ***It's What Community Looks Like***, the neighborhood's longest running blog since January 2007, serves nearly 800 posts. From our first flurry of press in 2003 to recent features in books and even international press, no other organization has sparked as much **external media coverage** about the good things happening in Bayview Hunters Point.

QGI has modeled inclusivity

Those with the deepest roots in Bayview Hunters Point are often those most vulnerable to losing their foothold here. Before the onset of redevelopment and other external investments, the neighborhood was a place primarily shaped by its unique social and economic diversity. QGI intentionally appeals to all communities through its projects, as opposed to a more narrow service population.

QGI blends informal roots with infrastructure

QGI is an established organization, but remains as lean as ever. Over ten years after our founding, we still operate without an expensive bricks-and-mortar office, and still enjoy a reliable volunteer base. QGI is a fiscally-sponsored project of the *Bayview Hunters Point Foundation for Community Improvement*, and follows a not-for-profit model so that any assets we create remain with the community. Our organizational culture favors decision-making by consensus, and defers to members who do the most work. Transparency is assured by massive documentation, including notes of every gathering since our first meeting, and a data system for tracking and evaluating QGI's service. Our list of hundreds of individual donors and active participants is evidence of deep support within the neighborhood.

Lasting Results

Quesada Gardens Initiative is still working hard for Bayview. We are proud of the network of resident groups and projects we have grown.

- Showcase **Quesada Garden** and **Founders' Memorial Vista**, a guidepost to our community-defined future and a symbol of grassroots sweat and wisdom

"It's grassroots organizing in the most literal sense."

- Pat Yollin, "A little bit of Eden in Bayview," SF Chronicle

- Quesada Gardens **Community Mural & Gathering Space**, once a hub for substance abuse-related activity, now a thriving symbol of community health
- Award-winning **Bridgeview Community Teaching & Learning Garden** where hundreds of residents and visitors have learned about community and the environment
- The **"Bayview Is..." Community Mural** expressing hope for our future
- Up-and-coming **Palou Community Project**, a well-tended lot that was once a junkyard
- **Latona Community Garden** where decades of garbage dumping ended and a community has gathered
- **Old Skool Café Kitchen Garden**, for workforce development and youth programs

"Textbooks and lectures can't begin to teach a process of how to build community -- you have to see it, experience it and reflect to truly understand the power of what the Quesada Gardens Initiative has unleashed in the Bayview neighborhood."

- Dayle Smith, USF Professor

- **Krispy Korners**, a cluster of innovative gardens and art spaces under on the edge of shoreline toxicity
- **18 Bayboom Backyard Gardens** producing food for families with peer-to-peer support, including the elaborate **Cornerstone Missionary Baptist Church Garden**
- Community communications and organizing network featuring **Bayview Footprints Local News** and a subscriber base of over 3,500, and Bayview's longest running blog, *It's What Community Looks Like* community blog
- **Quesada Gardens General Store** featuring our own local products such as the jams and sauces that QGI members made with fruit harvested from our backyard trees

Open Space Projects

Quesada Gardens Initiative maintains and programs core public spaces.

- **The Original Quesada Garden.** Really a cluster of distinct projects, the gardens on Quesada between 3rd Street and Newhall are at the heart of a changing Bayview. The *Quesada Gardens Community Mural and Event Space*, the *Founders' Memorial* at the crest of the hill, and the many distinct vegetable patches and landscaping treatments along the way, together tell visitors they have “arrived” at a unique place called *Quesada Gardens*.

- **The Bridgeview Teaching and Learning Garden.** Our first project that is not on Quesada Avenue is now inseparable, both physically and socially, from Quesada Gardens. The project includes an award-winning gathering space and gateway, productive planting beds and a mini-orchard, and the stunning *Bayview Is...*



mural. Just a block apart, the Bridgeview and Quesada projects have formed a Bayview destination point in an area most people avoided not long ago.

- **Helping Our Neighbors.** We have supported many independent projects in the area. We installed 18 food-producing backyard gardens for low- and moderate-income neighbors, most of which are still active. We helped build the Latona Community Garden above 3rd Street, built kitchen gardens for a great community-based youth program and a nearby church community, bought new soil and supplied plants and muscle for a group of neighbors taking back blighted land at the base of Hunters Point Hill, cut through red tape and raised money to get the emerging Palou Community Garden going. And we generated a good bit of positive PR for it all! Now we are supporting a garden that honors and is led by Bayview’s Asian community, and an arts-based project of the Revere Neighbors.

Quesada Gardens & Bridgeview Garden

The Quesada Garden on the median strip of one urban block was the seed from which QGI's network of projects grew to include public art and gathering spaces and the award-winning *Bridgeview Teaching and Learning Garden*. We will enhance these public spaces, develop our community's capacity to maintain them, and continue to provide meaningful programming in the heart of Bayview.

"Quesada Garden is...changing how today's children see the 'hood. Children have now gone from years of staying indoors...into a beautiful new outdoor garden. Wow. Amazing."

- Carlos Galan, Bayview resident

Quesada Garden - Plan for the Future

Q & 3rd enhancements to the 3rd Street end of the Quesada Garden will serve as a gateway to the block, include art and landscaping components, reflect the hyper-local social history of the intersection, and feature a posting board as part of the Bayview Footprints hub for community communications. The project will mark an evolving public space that is meaningful to so many in our community.

Signage, markers and lighting are important to place-making, preserving meaningful aspects of an established community's history, and promoting peace on our streets. "Gateway" signage will ensure visitors know they are in a special place when they arrive. Community posting boards will become part of our community communications system. Garden markers will help visitors understand special elements of our environment and the people who are part of it. Artful and sustainable (solar) lighting will create an atmosphere of safety at night.

"As someone who primarily 'watches' the work happening, I can tell you that the changes these little gardens have initiated in my neighborhood are nothing short of miraculous."

- Dawn Swidorski, Bayview resident

Community Gathering Spaces Art, Culture & Events

Quesada Gardens Initiative not only builds award-winning public spaces ... we make sure they get used.

Our community-building approach and advocacy for hyper-local communities' right to define the social and physical environment around them, free of outside agendas, have yielded gathering spaces that truly connect people to place and to one another.

For some neighbors, public art, social history and cross-cultural dialogues are compelling focuses for community building.

The *Quesada Gardens Community Mural* is a landmark piece of public art that reclaimed community space for community use. The *Bayview Is... Mural* visually connects the Quesada Garden and Bridgeview Garden, and creates a destination point in the heart of Bayview. Dozens of cultural festivals, including an annual outdoor film festival and peaceful community forums on divisive topics have been hosted in these arts-defined spaces.

Art, Culture and Events - Plan for the Future

Volunteerism and youth are cornerstone concerns. We will bring even more youth to our projects for interactive experiences that connect them to Bayview's physical and social environment, and that builds their understanding of the important role citizen involvement plays in creating a safe, sustainable and just place for everyone.

Tours of community building in the heart of Bayview ... hundreds of them over the years ... have helped educators and healthcare providers understand the populations they serve. Urban planners and environmentalists hear about innovations in grassroots change strategies. Residents discover a beautiful place in their own neighborhood!

Partnership programming keeps our public spaces alive and relevant. We hope to repeat last summer's *Flyaway Productions'* partnership which brought young women of color to the gardens for an empowering experience. It resulted in the creation of a new dance in the gardens that was performed for a mobile audience of hundreds!

A large scale tile art staircase is planned for our existing community mural and gathering space. The tiles are ready to be installed!

**Community Communications
& Digital Resources**

Quesada Gardens Initiative and Bayview Footprints are essential to Bayview Hunters Point’s overall communications and networking.

The bi-weekly **Bayview Footprints Local News** and our online **community portal website** at www.BayviewFootprints.org grew from a broad community-emergent collaboration: *Bayview Footprints Network of Community Building Groups*. QGI is committed to telling a positive story about a maligned place, and connecting neighbors to critical online resources through website development, PR/media outreach, and **Bayview’s longest running blog: *It’s What Community Looks Like***.

“The gardens draw new people to the community. The gardens are Bayview’s best advertising.”
- Vanessa Thomas, Bayview resident

Consistent themes include the value of diversity, local heroes creating change, the neighborhood’s history of struggle and victory, environmentally sustainable systems that emerge from the social landscape, and the need for better food access.

Reaching out and connecting - Plan for the Future

A community visibility kit for locals will include tools that help residents show their pride of place, connect with one another, and keep themselves safe. Kit elements include a multi-language house sign (*“We’re Looking Out for You”*), resource lists and phone tree.

Gardeners’ Resource Hub is in development as an online forum for area gardeners, and will be the newest digital asset on BayviewFootprints.org. **Quesada Gardens General Store** is an ecommerce site that carries products made sustainably in and near Bayview. **Bayview Footprints Local News** will continue to reach thousands of subscribers.

Community partnerships with allies help us spread the word about grassroots community building. The **Asian Community Garden** and the **Revere Neighbors’ Pedestrian Art Forest** are current examples.

The long-running **Bayview Is... Campaign** is a grassroots expression about a place that is home to a rich variety of urban experiences. Find the *Bayview Is...* mural on Newhall and the *Bayview Is...* slideshow on BayviewFootprints.org.

**Community
Infrastructure**

QGI’s community building work is evolving with our nation’s cities and communities, and the urban community sector in general.

Quesada Gardens Initiative’s primary mission - building community in a multicultural urban setting that is undergoing rapid change - is challenging to communicate.

Funders usually have no funding category for it. Other movements view “community building” as

constituency-building for *their* social change agendas. Now, after 10 years of public

“What made it work (on Quesada Avenue), it seems, is the underlying capacity of a few residents to take action and to sustain it.”
- Robert Sampson, premiere social cohesion researcher, Harvard

conversation, we believe community building is gaining priority, and is better integrated in other neighborhood change efforts.

How do we do it all for so little money?

Over our ten year history, we have spent an average of \$32,000 per year on everything.

We have had no bricks and mortar space to maintain. We are smart about using volunteerism and service-learning partnerships. We foster a boot straps ethic. We understand how attending to the social landscape prevents new and expensive problems.

As a movement, community building represents the most cost-effective way to create sustainable and just change in most any urban center.

Thank you for your support through the years. There is no way to separate Quesada Gardens Initiative and the people who have participated over the past decade. We are Quesada Gardens. Together, we have made a difference.

Unique Approach to Change

Quesada Gardens Initiative honors the principles of community building that our founders demonstrated in the heart of San Francisco's Bayview Hunters Point neighborhood

In the spirit of Karl Paige and Annette Smith, Quesada Gardens Initiative connects residents and visitors to one another and to "place," empowers resident leadership, builds informal group networks, and facilitates community-emergent projects.

We facilitate processes without specific project goals in mind aside from building community strength. We model what our founders taught us: start with people, focus on strengths, work toward consensus, and get busy.

We use terms like "social cohesion" and "social capital," and believe community strength should be measured and better understood.

QGI is an organization of trusted neighbors who provide the structure other leaders and informal community groups need to grow

We do the street-level organizing that only peers can do effectively. We facilitate community consensus processes, navigate community and governmental bureaucracy, and generate resources that community-emergent leaders and groups need to succeed with their work.

QGI is *neighbors listening to neighbors*

While we end up producing public spaces, gardens, art and more, we never start with those outcomes in mind. Instead we start with people, and with their unique experience of the place where they live. When neighbors ask if we can solve problems they face, we respond with questions. *What would make the block you live on feel like your block and help you get to know your neighbors?*

Quesada Gardens Initiative grows success organically

We are often asked if our success and strategies are *replicable* or *scalable*. The honest answer is: "sort of." Building gardens and painting murals might attract gardeners and art lovers. Then again, that could attract dumpers and graffiti taggers.

The “build it and they will come” approach requires a social marketing budget and a bit of luck. Instead of starting with defined project ideas, QGI starts with unique people and places.

The community building process QGI is known for can be successfully adopted in most any urban center in the country where there is a preexisting population. It doesn’t happen more often because that process allows specific projects to evolve without being clearly-defined in advance. That raises goose bumps on our friends who work for developers, citywide organizations, governmental agencies, foundations, advocacy groups and other organizations that need to know where they will end up before they can start.

“We used to do the neighborhood watch-style of organizing, but it never really went anywhere. Now we are actually out on the street instead of just watching.”

- Tom Galante, Bayview resident

Quesada Gardens Initiative is different

Cost-efficiency and sustainable results set the community building approach apart from top-down, template community change efforts. The traditional approach to change may include a community engagement or public participation component. That usually means professional planners and policy makers want a given community to inform their work while the concept and decision-making power don’t stray.

QGI’s work of building and empowering diverse place-based groups, and connecting the challenges they face to existing community assets is less predictable. Yet it taps community wisdom, sustains unprecedented community investment, and grows projects that other change agents cite as examples of what they want to replicate.

QGI is essential to the broader landscape of change agents in the neighborhood

QGI is essential to reaching Bayview Hunters Point’s community/economic development and social justice goals. The stronger social fabric that has resulted from our 10 years of engagement has proven useful to the success of other change agents as an entry-point for their efforts (we’ve hosted 175 group tours and volunteer days), a community communications hub (no other communications vehicle promotes all positive programming instead of just one), and a growing constituency of concern for the neighborhood, its culture, history and future.

Measuring Success

Quesada Gardens Initiative has measured its success from the start.

Over two-thirds of those involved with QGI in the past 10 years have been people of color or low- and mixed-income folks. Over half of them have been young people.

We know this because we have maintained a database of resident and volunteer involvement since 2002. The system also tracks the value of volunteerism, and the residency status of volunteers and visitors. Other markers of success include:

- **Baseline/exit participant surveys** administered to project group participants help us gauge how health and social cohesion are improved by our efforts.
- **Food preferences survey** administered in 3 languages in partnership with SF DPH and the Southeast Sector Food Access working group, remains the best analysis of what residents want when it comes to food options in the neighborhood.
- **Urban Agriculture Status Report** documented 10,000 pounds of food grown in the neighborhood by QGI and others. We shared the unique Southeast Sector perspective on urban food production with policymakers. (QuesadaGardens.org)
- **Community-based participatory research findings** led to an innovative set of community-identified policy recommendations that help guide our work. The Seva* project, which we managed in partnership with the UCSF Internal Medicine Residency Program at SF General Hospital, was presented at an international conference in 2010. (SevaPartnership.org)
- **Community survey and photo-voice research project**, produced in partnership with Kaiser Permanente, SF DPH and SF State University, helped set a baseline for awareness about our work, and contributed to better tracking of social cohesion.
- **Haas Business School analysis** of Bayview Footprints surveyed member groups to evaluate our effectiveness and increase investment in the Network. The Network proved to be highly respected. (See report online)
- **Massive media attention** through the years. Sharp journalists have asked tough questions, and then produced pieces that have been 100% positive. (See Media Gallery online)
- **Anecdotal evidence** of our efficacy, and lots of it. QGI is both organizer and target population, and documents just about everything we do through our communications program. (See Testimonials online)

Quesada Gardens Initiative is a rare and critically-needed presence in Bayview Hunters Point, a traditionally-underserved neighborhood exploding with change. It holds community building as its *primary* mission. It is a **place-based, community-emergent** effort that works across dividing lines. It is **not-for-profit** (all QGI accomplishments will remain community-owned) and **non-political** (you'll never see QGI endorsing legislation or

Quesada Gardens Initiative in context

"Despite serious problems, Bayview Hunters Point retains its historic strength and peaceful nature. It is still the most densely populated African American neighborhood in San Francisco. The area is home to good weather, stunning views, and unprecedented urban open space and waterfront. Its cultural history is rich and visible; and its families, churches, and community-based organizations thrive.

Demographics are shifting as Asian and Latino populations grow, and as African American and Pacific Islander populations shrink. Overall, the population is expected to double in the next 20 years, an explosion of change far beyond typical gentrification. Structural injustice and economic forces, at work everywhere, are glaring here. Low- and moderate-income people struggle to hold on as home prices and rents increase. Unemployment is generally understood to hover above 50%. Long-term residents feel pressured to leave as rapid changes to their neighborhood seem defined by anyone but them." (Excerpt from *Seva* Health Policy & Advocacy Recommendations*, 2011)

candidates). At the same time, QGI is **entrepreneurial and fully engaged** with the issues residents face. In a period of change that is disempowering to residents and dangerous to vulnerable populations, QGI is nothing short of essential.

Each project in QGI's network is as local as it gets: groups of "just plain folk" creating change from the unique strengths and challenges where they live. That's different.

For instance, after completing the first Quesada Garden, we could have built similar gardens, block by block, in hopes they would draw participation and

strengthen the community. Instead we responded to emerging leaders and groups, and facilitated processes that have yielded singular projects built from the unique needs and strengths of people where they live.

Supporters

We honor our co-founders and project leaders (partial listing)

Nelson Acosta, Co-Founder	Marcus Harvey, Latona	James Ross, Co-Founder/Board (past)
Steven Aiello, Founders Memorial	Dennis Hill, Co-Founder	Lisa Ross, Co-Founder
Mike Aisenfeld, Co-Founder/Board (past)/Mural	Jeanette Hill, Co-Founder	Earl Shaddix, QG General Store
Edward Allen, Quesada	Shanika Jones, Co-Founder	Annette Smith, Co-Founder/Board Chair (Emeritus)
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<i>Norita & Juster Collins</i>	<i>Sharad Jain</i>	<i>Barbara Ockel</i>	<i>Matt Trahan</i>
<i>Margaret M. Conley</i>	<i>Glenn Jenkins</i>	<i>Terry & Diana E. Oertel</i>	<i>Susan Tramontare</i>
<i>Conrad</i>	<i>Richard L. Johnson</i>	<i>Michael Page</i>	<i>Marlene Tran</i>
<i>Kevin Daniels</i>	<i>Bernette Julian</i>	<i>Sharon Papo</i>	<i>Richard Trang</i>
<i>Robert Davis</i>	<i>Timothy Keefe</i>	<i>Pettus Family</i>	<i>Tai Trang</i>
<i>Ruth Davis</i>	<i>Shane King</i>	<i>Norma R. Pickering</i>	<i>Jennifer Trussell</i>
<i>Gail Dekreon</i>	<i>Eric Kobrick</i>	<i>Maxime Philippe</i>	<i>Helen & Carlton Tyner</i>
<i>Dan Dodt</i>	<i>Carrie Kochenbach</i>	<i>Mark Philpot</i>	<i>Hideki Richard Uchida</i>
<i>Jerilyn Downing</i>	<i>Nancy Koons</i>	<i>Jason & Abigail</i>	<i>Kerry O. Vineberg</i>
<i>Carla Eagleton</i>	<i>John Kosich</i>	<i>Michelson Porth</i>	<i>Dorris Vincent</i>
<i>Anne Eickelberg</i>	<i>Jo Kreiter</i>	<i>Tracy Potter</i>	<i>Chris Waddling</i>
<i>Kristine Enea</i>	<i>Rika Kruse</i>	<i>Michael Powers</i>	<i>Isabel Wade</i>
<i>Eric Fedeher & Lauren</i>	<i>Darrell Kundargi &</i>	<i>Robert Ramirez</i>	<i>Ruth Wallace</i>
<i>Phallips</i>	<i>Maria Brock</i>	<i>Sudeep Motupalli Rao</i>	<i>Audrey Warren</i>
<i>Magaly Fernandez</i>	<i>Lyslynn LaCoste</i>	<i>Jey Richardson</i>	<i>John Weiss</i>
<i>Sarah D. Fortman</i>	<i>Cheryl Lees</i>	<i>Suzanne Richardson &</i>	<i>Mark Wong</i>
<i>Chris & Nan Foster</i>	<i>Dale Leininger</i>	<i>Bruce Stein</i>	<i>Luiselle Yaka</i>
<i>Davon Frasca</i>	<i>Brenda Lima</i>	<i>Mary Rose</i>	

Kudos to Bayview Footprints Network of Community Building Groups' early members

Bayview Branch Library, Co-Founder	BVHP Foundation for Community Improvement
Bayview History Preservation Project, Co-Founder	Hunters Point Family
Blue Dolphin Youth Swim Team, Co-Founder	India Basin Neighborhood Coalition
Children's Mural Program/Think Round, Inc., Co-Founder	Literacy for Environmental Justice
Quesada Gardens Initiative, Co-Founder	Old Skool Café
ACWG/Shipyard Community Arts	Pathlight Productions
Art94124	Public Glass
Arthur Coleman Clinic	Reachout Rainbow
Bayview Renaissance	Renaissance POS
Bayview YMCA	Safe Haven
BetterBayview Group	Shipyard Trust for the Arts
	Third Street Youth Center

Our organizers & projects are award-winning

Jefferson Awards (2006) to Karl Paige and Annette Young Smith
Robert C. Friese Award for Neighborhood Conservation (2007) from San Francisco Beautiful
Crissy Field Community Heroes Award (2007) from the Crissy Field Center/Golden Gate Conservancy
Certificate of Recognition (2007) from California Legislature for “outstanding effort in a capitol project” (Leno)
Community Health Award (2007) from California Pacific Medical Center for “outstanding contribution to community health”
Outstanding Volunteer of the Year (2007) to Jeffrey Betcher from Neighborhood Parks Council
Sainthood (2007) to Annette Smith from Sisters of Perpetual Indulgence
Models of Hope Award (2007) from the SF Interfaith Council
Certificate of Special Congressional Recognition (2007) to Quesada Gardens Initiative (Pelosi)
Certificate of Honor (2008) to Jeffrey Betcher from The Mayor’s Challenge Shape Up SF
Hall of Fame (2008) to Karl Paige from the SF Neighborhood Empowerment Network
Certificate of Recognition (2009) from Kaiser Permanente San Francisco
Lifetime Achievement Award (2011) to Jeffrey Betcher from the Southeast Community Facility Commission
Best Green Community Project (2011) to Bridgeview Community Teaching and Learning Garden (project leaders Joel and Mary McClure) from SF Neighborhood Empowerment Network.
Lifetime Achievement Award (2012) to Annette Young Smith from the SF Neighborhood Empowerment Network
Environmental Achievement Award (2013) to Jeffrey Betcher and Quesada Gardens Initiative from U.S. EPA Pacific Southwest
Healthy Heroes Awards (2014) to Jeffrey Betcher and Quesada Gardens, Joel and Mary McClure and Bridgeview Garden from HEAL Zone/Food Guardians

Finances (or “How do they do it?”)

The social change we have produced is astoundingly economical. All of our accomplishments since 2002 have cost the donors listed above a total of \$333,690 (as of Spring 2013). That’s about \$30,000 a year on average.

Source	Revenue	% of Total
Corporations	\$30,700	9%
Foundations	\$73,500	22%
Government	\$207,940	62%
Individuals	\$16,075	5%
Earned	\$5,475	2%
TOTAL	\$333,690	

Balance that with the \$540,000-worth of volunteerism we have tracked during the same period. Then consider our overhead is rock-bottom since we don’t have offices and our managers are compensated (too) little, if at all. Frankly, we don’t know of another organization that has done as much for as little.

It’s what community looks like!