



# SAN FRANCISCO PLANNING DEPARTMENT

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## Legacy Business Registry Case Report

HEARING DATE: APRIL 4, 2018

1650 Mission St.  
Suite 400  
San Francisco,  
CA 94103-2479

Reception:  
**415.558.6378**

Fax:  
**415.558.6409**

Planning  
Information:  
**415.558.6377**

**\*\*The following report provides staff recommendations for two (2) legacy business applications.\*\***

*Filing Date:* March 7, 2018  
*Case No.:* 2018-003774LBR  
*Business Name:* Marine Chartering Company, Inc.  
*Business Address:* 781 Beach Street, Suite 400  
*Zoning:* C-2 (Community Business)  
40-X Height and Bulk District  
*Block/Lot:* 0025/014  
*Applicant:* John Sylvester, Owner  
781 Beach Street, Suite 400  
San Francisco, CA 94109  
*Nominated By:* Supervisor (now Mayor) Mark Farrell, District 2  
*Staff Contact:* Shelley Caltagirone - (415) 558-6625  
shelley.caltagirone@sfgov.org  
*Reviewed By:* Tim Frye – (415) 575-6822  
tim.frye@sfgov.org

### BUSINESS DESCRIPTION

Marine Chartering Company, Inc. is a worldwide transportation brokerage firm and an international ocean transportation company in the United States. The diversified shipping company enjoys a significant position in the worldwide brokerage of ships and cargoes. Its office is situated at 781 Beach Street overlooking Aquatic Park.

At the age of 63, Marine Chartering is the oldest shipping company in San Francisco today. Marine Chartering was founded on May 17, 1955, by George C. Kiskaddon. Kiskaddon was born in the year 1921 in Bowling Green, Kentucky. His family moved to the West Coast in the early 1930s and, after completing high school, Kiskaddon went to sea as a seaman's apprentice in 1938. By World War II's end he had become one of the youngest masters of a 10,000 ton Liberty ship, the Margaret Fuller. In 1947, he became engaged in a series of shipping enterprises in California and New York while gaining experience in marine operations, chartering, and brokering. Kiskaddon founded Marine Chartering Company, Inc. after having returned from the East Coast one year prior to settling in San Francisco with his family. The company's first business transactions were in the tanker trade for the Petroleos Mexicanos, the Mexican state-owned petroleum company, and a shipping service between British Columbia and Hawaii.

Kiskaddon retired in September of 1973, and the second president of Marine Chartering Company, Inc. was Jacob Nebeling. Nebeling had met Kiskaddon shortly after having immigrated to San Francisco from Denmark in 1955, with experience in the Danish Army Royal Guard and as an apprentice for the

shipping company Maersk. He led the company from September 1973 until his death in May 1989. Nebeling was instrumental in developing Marine Chartering's strong business relationships, especially in the Liner and Dry Bulk Trades. The third president of Marine Chartering Company, Inc. was Dieter Tede, who managed the business from May 1989 until he retired in May 1998. Tede, like Kiskaddon and Nebeling, was involved with the company since its founding. The current president of Marine Chartering Company, Inc. is John Sylvester, who has held the position since May 1998. Sylvester was introduced to members of the company in 1969 and began a three year apprenticeship in the early 1970s, and became a partner in 1974.

The business is located on the south side of Beach Street between Larkin and Hyde streets in the Fisherman's Wharf neighborhood. It is within the C-2 (Community Business) Zoning District and in a 40-X Height and Bulk District.

## STAFF ANALYSIS

### *Review Criteria*

1. *When was business founded?*

The business was founded in 1955.

2. *Does the business qualify for listing on the Legacy Business Registry? If so, how?*

Yes, the Marine Chartering Company qualifies for listing on the Legacy Business Registry because it meets all of the eligibility Criteria:

- i. The Marine Chartering Company has operated continuously in San Francisco for 63 years.
- ii. The Marine Chartering Company has contributed to the history and identity of the Fisherman's Wharf neighborhood by serving as a worldwide transportation brokerage firm and international ocean transportation company.
- iii. The Marine Chartering Company is committed to maintaining the physical features and traditions that define the organization.

3. *Is the business associated with a culturally significant art/craft/cuisine/tradition?*

Yes, the business is associated with the maritime history of San Francisco and its waterfront.

4. *Is the business or its building associated with significant events, persons, and/or architecture?*

Yes, the business is located within the Piedmont Winery building, listed in the Here Today survey. The brick building was constructed as a distillery and warehouse in 1912 by architects F.A. Garothome and W.G. Wong and builder F. Rolandi.

The company is also associated with its founder, George C. Kiskaddon, a significant San Francisco businessman and founder of the Oceanic Society, a non-profit dedicated to conserving marine wildlife and habitats.

5. *Is the property associated with the business listed on a local, state, or federal historic resource registry?*

Yes, the property is listed in the Here Today survey, a local historic resource registry.

6. *Is the business mentioned in a local historic context statement?*

No.

7. *Has the business been cited in published literature, newspapers, journals, etc.?*

Yes, the business has been cited in several publications, including the *San Francisco Chronicle*, the *Marine Digest*, the *Pacific Shipper*, *Fairplay International Shipping Journal*, and *Marine Engineering*.

***Physical Features or Traditions that Define the Business***

**Location(s) associated with the business:**

- 781 Beach Street

**Recommended by Applicant**

- Ship brokerage
- Logistics and supply chain management
- The office nautical decor

**Additional Recommended by Staff**

- No additional recommendations

*Filing Date:* March 7, 2018  
*Case No.:* 2018-003775LBR  
*Business Name:* Mission Graduates  
*Business Address:* 3040 16<sup>th</sup> Street  
*Zoning:* RTO-M (Residential Transit Oriented – Mission)  
65-X Height and Bulk District  
*Block/Lot:* 3554/013  
*Applicant:* Eddie Kaufman, L.C.S.W., Executive Director  
3040 16<sup>th</sup> Street  
San Francisco, CA 94103  
*Nominated By:* Supervisor Hillary Ronen, District 9  
*Staff Contact:* Shelley Caltagirone - (415) 558-6625  
shelley.caltagirone@sfgov.org  
*Reviewed By:* Tim Frye – (415) 575-6822  
tim.frye@sfgov.org

## BUSINESS DESCRIPTION

Mission Graduates is a nonprofit organization that prepares K-12 students in San Francisco's Mission District to complete a college education. The organization was incorporated on January 26, 1972. Mission Graduates began in 1970 when the Vicar of St. John's Episcopal Church, Winston Ching, sought to connect the church congregation with the Mission District community. According to Vicar Ching, the goal was "to provide programs to enrich the lives of children from lower economic income families and to break the cycle of poverty and crime which they inevitably faced." As a result, the congregation opened its doors and began providing classes in photography, pottery, tutoring and after-school programming at the church location at 1661 15th Street.

Recognizing they could do more as a separate nonprofit, the organization incorporated in 1972 as St. John's Educational Threshold Center. The first Executive Director, Sylvia Yee, took the helm of the cornerstone project of the organization, the Tutoring Center (TC). The TC worked with students who were low-income, English language learners in the north Mission District. "On the individual level, we offer the extra personal attention which is indispensable to giving students from widely varied cultural and family backgrounds the tools they need to develop their potential in education. This includes enabling students to be self-reflective and to solve problems related to their educational process. On an institutional level, we are a catalyst for change in the public schools and community agencies. We work cooperatively to create model programs; and to be an advocate for improvement in the educational system."

Because of multiple fires in the church building where programs were originally housed, Mission Graduates eventually sought space nearby, landing at 3040 16th Street in 1990, where the organization is headquartered to this day. As the organization grew programs at school sites, they expanded office locations to provide on-site services.

In 2006, the organization reaffirmed its commitment to education and the recognition of the equity power higher education has for Latinos and immigrants by changing the organization's name to Mission Graduates. A committed Board of Directors oversees the governance of the organization and ensures that



work is done to fulfill the mission. The office has also expanded around the corner to 522 Valencia Street to house our College Connect Program.

The business is located on the north side of 16<sup>th</sup> Street between Julian Avenue and Wiese Street in the Mission neighborhood. It is within the RTO-M (Residential Transit Oriented – Mission) Zoning District and in a 65-X Height and Bulk District.

## STAFF ANALYSIS

### *Review Criteria*

8. *When was business founded?*

The non-profit was founded in 1972.

9. *Does the business qualify for listing on the Legacy Business Registry? If so, how?*

Yes, Mission Graduates qualifies for listing on the Legacy Business Registry because it meets all of the eligibility Criteria:

- iv. Mission Graduates has operated continuously in San Francisco for 46 years.
- v. Mission Graduates has contributed to the history and identity of the Mission neighborhood by serving as an educator and college preparatory program.
- vi. Mission Graduates is committed to maintaining the physical features and traditions that define the organization.

10. *Is the business associated with a culturally significant art/craft/cuisine/tradition?*

No.

11. *Is the business or its building associated with significant events, persons, and/or architecture?*

Yes, the organization is located within the Alamont Hotel building constructed in 1909 by architect August Nordin. The organization is also associated with the creation of KidPower Park on Hoff Street.

12. *Is the property associated with the business listed on a local, state, or federal historic resource registry?*

No, however, the property was surveyed in 2004 and found to be individually eligible for listing on the California Register.

13. *Is the business mentioned in a local historic context statement?*

No.

14. *Has the business been cited in published literature, newspapers, journals, etc.?*

Yes, the organization's work has been featured on television and in newspapers, magazines, academic journals, and other media, including the San Francisco Examiner, the San Francisco Chronicle, El Tecolote, Mission Local, Univision, Telemundo, and NBC Bay Area.

*Physical Features or Traditions that Define the Business*

**Location(s) associated with the business:**

- 3040 16<sup>th</sup> Street
- 522 Valencia Street
- On-site services at Marshall Elementary School, Everett Middle School, Bryant elementary School, and Leonard R. Flynn Elementary School

**Recommended by Applicant**

- Educational services to low-income and immigrant students and families in the Mission District and Excelsior neighborhoods
- Programming that creates a college-going culture and college capital, including: Extended Day Programs, The Mission Community Beacon, College Connect, The College and Career Center, and Parent Partner

**Additional Recommended by Staff**

- No additional recommendations



# SAN FRANCISCO PLANNING DEPARTMENT

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## Historic Preservation Commission Draft Resolution No. XXX

HEARING DATE: APRIL 4, 2018

*Case No.:* 2018-003774LBR  
*Business Name:* Marine Chartering Company, Inc.  
*Business Address:* 781 Beach Street, Suite 400  
*Zoning:* C-2 (Community Business)  
40-X Height and Bulk District  
*Block/Lot:* 0025/014  
*Applicant:* John Sylvester, Owner  
781 Beach Street, Suite 400  
San Francisco, CA 94109  
*Nominated By:* Supervisor (now Mayor) Mark Farrell, District 2  
*Staff Contact:* Shelley Caltagirone - (415) 558-6625  
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**ADOPTING FINDINGS RECOMMENDING TO THE SMALL BUSINESS COMMISSION APPROVAL OF THE LEGACY BUSINESS REGISTRY NOMINATION FOR THE MARINE CHARTERING COMPANY, INC. CURRENTLY LOCATED AT 781 BEACH STREET, (BLOCK/LOT 0025/014).**

**WHEREAS**, in accordance with Administrative Code Section 2A.242, the Office of Small Business maintains a registry of Legacy Businesses in San Francisco (the "Registry") to recognize that longstanding, community-serving businesses can be valuable cultural assets of the City and to be a tool for providing educational and promotional assistance to Legacy Businesses to encourage their continued viability and success; and

**WHEREAS**, the subject business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years; and

**WHEREAS**, the subject business has contributed to the Fisherman's Wharf neighborhood's and City's history and identity; and

**WHEREAS**, the subject business is committed to maintaining the traditions that define the business; and

**WHEREAS**, at a duly noticed public hearing held on April 4, 2018, the Historic Preservation Commission reviewed documents, correspondence and heard oral testimony on the Legacy Business Registry nomination.

**THEREFORE BE IT RESOLVED** that the **Historic Preservation Commission** hereby recommends that the Marine Chartering Company, Inc. qualifies for the Legacy Business Registry under Administrative Code Section 2A.242(b)(2) as it has operated for 30 or more years and has continued to contribute to the community.

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission** hereby recommends safeguarding of the below listed physical features and traditions for the Marine Chartering Company, Inc..

*Location(s) associated with the business:*

- 781 Beach Street

*Recommended by Applicant*

- Ship brokerage
- Logistics and supply chain management
- The office nautical decor

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission's findings and recommendations** are made solely for the purpose of evaluating the subject business's eligibility for the Legacy Business Registry, and the Historic Preservation Commission makes no finding that the subject property or any of its features constitutes a historical resource pursuant to CEQA Guidelines Section 15064.5(a).

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission** hereby directs its Commission Secretary to transmit this Resolution and other pertinent materials in the case file 2018-003774LBR to the Office of Small Business.

I hereby certify that the foregoing Resolution was ADOPTED by the Historic Preservation Commission on April 4, 2018.

Jonas P. Ionin  
Commission Secretary

AYES:

NOES:

ABSENT:

ADOPTED:



# SAN FRANCISCO PLANNING DEPARTMENT

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## Historic Preservation Commission Draft Resolution No. XXX

HEARING DATE: APRIL 4, 2018

*Case No.:* 2018-003775LBR  
*Business Name:* Mission Graduates  
*Business Address:* 3040 16<sup>th</sup> Street  
*Zoning:* RTO-M (Residential Transit Oriented – Mission)  
65-X Height and Bulk District  
*Block/Lot:* 3554/013  
*Applicant:* Eddie Kaufman, L.C.S.W., Executive Director  
3040 16<sup>th</sup> Street  
San Francisco, CA 94103  
*Nominated By:* Supervisor Hillary Ronen, District 9  
*Staff Contact:* Shelley Caltagirone - (415) 558-6625  
shelley.caltagirone@sfgov.org  
*Reviewed By:* Tim Frye – (415) 575-6822  
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**ADOPTING FINDINGS RECOMMENDING TO THE SMALL BUSINESS COMMISSION  
APPROVAL OF THE LEGACY BUSINESS REGISTRY NOMINATION FOR MISSION GRADUATES  
CURRENTLY LOCATED AT 3040 16<sup>TH</sup> STREET, (BLOCK/LOT 3554/013).**

**WHEREAS**, in accordance with Administrative Code Section 2A.242, the Office of Small Business maintains a registry of Legacy Businesses in San Francisco (the "Registry") to recognize that longstanding, community-serving businesses can be valuable cultural assets of the City and to be a tool for providing educational and promotional assistance to Legacy Businesses to encourage their continued viability and success; and

**WHEREAS**, the subject business has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years; and

**WHEREAS**, the subject business has contributed to the Mission neighborhood's and City's history and identity; and

**WHEREAS**, the subject business is committed to maintaining the traditions that define the business; and

**WHEREAS**, at a duly noticed public hearing held on April 4, 2018, the Historic Preservation Commission reviewed documents, correspondence and heard oral testimony on the Legacy Business Registry nomination.

**THEREFORE BE IT RESOLVED** that the **Historic Preservation Commission** hereby recommends that Mission Graduates qualifies for the Legacy Business Registry under Administrative Code Section 2A.242(b)(2) as it has operated for 30 or more years and has continued to contribute to the community.

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission** hereby recommends safeguarding of the below listed physical features and traditions for the Mission Graduates.

***Location(s) associated with the business:***

- 3040 16th Street
- 522 Valencia Street
- On-site services at Marshall Elementary School, Everett Middle School, Bryant elementary School, and Leonard R. Flynn Elementary School

***Recommended by Applicant***

- Educational services to low-income and immigrant students and families in the Mission District and Excelsior neighborhoods
- Programming that creates a college-going culture and college capital, including: Extended Day Programs, The Mission Community Beacon, College Connect, The College and Career Center, and Parent Partner

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission's findings and recommendations** are made solely for the purpose of evaluating the subject business's eligibility for the Legacy Business Registry, and the Historic Preservation Commission makes no finding that the subject property or any of its features constitutes a historical resource pursuant to CEQA Guidelines Section 15064.5(a).

**BE IT FURTHER RESOLVED** that the **Historic Preservation Commission** hereby directs its Commission Secretary to transmit this Resolution and other pertinent materials in the case file 2018-003774LBR to the Office of Small Business.

I hereby certify that the foregoing Resolution was ADOPTED by the Historic Preservation Commission on April 4, 2018.

Jonas P. Ionin  
Commission Secretary

AYES:

NOES:

ABSENT:

ADOPTED:



SAN FRANCISCO

OFFICE OF SMALL BUSINESS

CITY AND COUNTY OF SAN FRANCISCO  
MARK FARRELL, MAYOR

OFFICE OF SMALL BUSINESS  
REGINA DICK-ENDRIZZI, DIRECTOR

## Legacy Business Registry

# Application Review Sheet

*Application No.:* LBR-2017-18-012  
*Business Name:* Marine Chartering Company, Inc.  
*Business Address:* 781 Beach Street, Suite 400  
*District:* District 2  
*Applicant:* John Sylvester, President  
*Nomination Date:* September 5, 2017  
*Nominated By:* Supervisor Mark Farrell

**CRITERION 1:** Has the applicant has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years? ☒ Yes ☐ No

400 Montgomery Street from 1955 to 1957 (2 years)  
310 Sansome Street from 1957 to 1967 (10 years)  
680 Beach Street from 1968 to 1977 (9 years)  
781 Beach Street from 1978 to Present (40 years)

**CRITERION 2:** Has the applicant contributed to the neighborhood's history and/or the identity of a particular neighborhood or community? ☒ Yes ☐ No

**CRITERION 3:** Is the applicant committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms? ☒ Yes ☐ No

**NOTES:** NA

**DELIVERY DATE TO HPC:** March 7, 2018

Richard Kurylo  
Manager, Legacy Business Program



Member, Board of Supervisors  
District 2



City and County of San Francisco

**MARK E. FARRELL**

September 5, 2017  
San Francisco Office of Small Business  
1 Dr. Carlton B. Goodlett Place, Room 110  
San Francisco, CA 94102-4681

Dear Director Regina Dick-Endrizzi:

I hereby nominate the Marine Chartering Company (MCC), Inc. to the Legacy Business Registry of San Francisco. The MCC has been in business for 62 years and ranks as the oldest shipping company in San Francisco today.

MCC was founded in May of 1955 by George C. Kiskaddon. After serving as a seaman's apprentice and then the youngest master on a 10,000 ton Liberty, the Margaret Fuller; Mr. Kiskaddon became engaged in a series of shipping enterprises in New York and California. Based upon his solid operating experience, Mr. Kiskaddon founded MCC.

The current president of MCC is John Sylvester who is the fourth president and has held his position since 1988. Throughout its time of operation MCC has played a multifaceted and global role in the shipping industry. In its group of companies, MCC has operated as agents, brokers, charters, consultants, managers as well as owners of vessels with global activities in all oceans. Its far reaching involvement in shipping affairs merits its recognition as an important and historic member of the San Francisco business community.

The MCC has occupied its offices at 781 Beach Street for the past four decades. The offices overlook Aquatic Park and have been beautifully curated to represent the company's origins and direction for the future. The company has established a wide collection of model-ships, paintings and other maritime artifacts over the years.

Marine Chartering Company, Inc. is an important component of the maritime history of San Francisco and its waterfront today.

Sincerely,

A handwritten signature in blue ink that reads "Mark E. Farrell". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Mark E. Farrell  
San Francisco Supervisor, District 2



## Section One:

### Business / Applicant Information. Provide the following information:

- The name, mailing address, and other contact information of the business;
- The name of the person who owns the business. For businesses with multiple owners, identify the person(s) with the highest ownership stake in the business;
- The name, title, and contact information of the applicant;
- The business's San Francisco Business Account Number and entity number with the Secretary of State, if applicable.

NAME OF BUSINESS:		
MARINE CHARTERING CO INC		
BUSINESS OWNER(S) (identify the person(s) with the highest ownership stake in the business)		
JOHN SYLVESTER		
CURRENT BUSINESS ADDRESS:		TELEPHONE:
781 BEACH STREET, SUITE 400 SAN FRANCISCO, CA 94109		((415))441-3100
		EMAIL:
		linda@chartering.com
WEBSITE:	FACEBOOK PAGE:	YELP PAGE
www.chartering.com	NA	NA

APPLICANT'S NAME	
<input checked="" type="checkbox"/> Same as Business	
APPLICANT'S TITLE	
PRESIDENT	
APPLICANT'S ADDRESS:	TELEPHONE:
781 BEACH STREET, SUITE 400 SAN FRANCISCO, CA 94109	(415) 441-3100
	EMAIL:
	linda@chartering.com

SAN FRANCISCO BUSINESS ACCOUNT NUMBER:	SECRETARY OF STATE ENTITY NUMBER (if applicable):
008138	C0303287

OFFICIAL USE: Completed by OSB Staff	
NAME OF NOMINATOR:	DATE OF NOMINATION:

## Section Two:

### Business Location(s).

List the business address of the original San Francisco location, the start date of business, and the dates of operation at the original location. Check the box indicating whether the original location of the business in San Francisco is the founding location of the business. If the business moved from its original location and has had additional addresses in San Francisco, identify all other addresses and the dates of operation at each address. For businesses with more than one location, list the additional locations in section three of the narrative.

<b>ORIGINAL SAN FRANCISCO ADDRESS:</b>	<b>ZIP CODE:</b>	<b>START DATE OF BUSINESS</b>
400 Montgomery Street	94104	May 17, 1955
<b>IS THIS LOCATION THE FOUNDING LOCATION OF THE BUSINESS?</b>	<b>DATES OF OPERATION AT THIS LOCATON</b>	
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	1955-1957	

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
310 Sansome Street	94104	Start: 1957 End: 1967

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
680 Beach Street	94109	Start: 1968 End: 1977

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
781 Beach Street	94109	Start: 1978 End: Present

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
		Start: End:

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
		Start: End:

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
		Start: End:

## Section Three:

### Disclosure Statement.

#### San Francisco Taxes, Business Registration, Licenses, Labor Laws and Public Information Release.

This section is verification that all San Francisco taxes, business registration, and licenses are current and complete, and there are no current violations of San Francisco labor laws. This information will be verified and a business deemed not current in with all San Francisco taxes, business registration, and licenses, or has current violations of San Francisco labor laws, will not be eligible to apply for the Business Assistance Grant.

In addition, we are required to inform you that all information provided in the application will become subject to disclosure under the California Public Records Act.

Please read the following statements and check each to indicate that you agree with the statement. Then sign below in the space provided.

- ☒ I am authorized to submit this application on behalf of the business.
- ☒ I attest that the business is current on all of its San Francisco tax obligations.
- ☒ I attest that the business's business registration and any applicable regulatory license(s) are current.
- ☒ I attest that the Office of Labor Standards and Enforcement (OLSE) has not determined that the business is currently in violation of any of the City's labor laws, and that the business does not owe any outstanding penalties or payments ordered by the OLSE.
- ☒ I understand that documents submitted with this application may be made available to the public for inspection and copying pursuant to the California Public Records Act and San Francisco Sunshine Ordinance.
- ☒ I hereby acknowledge and authorize that all photographs and images submitted as part of the application may be used by the City without compensation.
- ☒ I understand that the Small Business Commission may revoke the placement of the business on the Registry if it finds that the business no longer qualifies, and that placement on the Registry does not entitle the business to a grant of City funds.

KARL W. TERP

SEP 5 2017

Karl W. Terp

Name (Print):

Date:

Signature:

# MARINE CHARTERING CO., INC.

## Section 4: Written Historical Narrative

### CRITERION 1

**a. Provide a short history of the business from the date the business opened in San Francisco to the present day, including the ownership history. For businesses with multiple locations, include the history of the original location in San Francisco (including whether it was the business's founding and or headquartered location) and the opening dates and locations of all other locations.**

Marine Chartering Company, Inc. is a worldwide transportation brokerage firm and a leading international ocean transportation company in the United States. The diversified shipping company enjoys a significant position in the worldwide brokerage of ships and cargoes. Its office is situated at 781 Beach Street overlooking Aquatic Park in San Francisco.

As one walks through the array of tourist shops and office spaces that make up the San Francisco waterfront of today, the location's role as an active port may seem like a distant memory that is held on only in the window displays of seafood restaurants. However, at 781 Beach Street, the world of shipping is still very much alive.

Marine Chartering is a modern shipping company with old roots, just as the San Francisco port is a mix of brand-new and antique, with its mishmash of passing containerships alongside historically preserved sailing ships. Former Marine Chartering president Dieter Tede described this trait of the company, saying, "It behooves us to be tradition-minded but also to be modern. Our business thrives on new enterprises."<sup>1</sup> At the age of 62, Marine Chartering ranks as the oldest shipping company in San Francisco today.

Marine Chartering was founded on May 17, 1955, by George C. Kiskaddon. Kiskaddon was born in the year 1921 in Bowling Green, Kentucky, a city which is over 400 miles removed from the nearest ocean. When his family moved to the West Coast in the early 1930s, his destiny became forever inseparable from the sea. After completing high school, Kiskaddon went to sea as a seaman's apprentice in 1938 and by World War II's end had become one of the youngest masters of a 10,000 ton Liberty ship, the *Margaret Fuller*.<sup>2</sup> He settled back down on dry land in 1947 and became engaged in a series of shipping enterprises in California and New York while gaining experience in marine operations, chartering, and brokering. It was on this solid foundation of training, both first-hand and through business, that Kiskaddon founded Marine Chartering Company, Inc. after having returned from the East Coast one year prior to settling in San Francisco with his family. The company's first business transactions were in the tanker trade for the Petroleos Mexicanos, the Mexican state-owned petroleum company, and a shipping service between British Columbia and Hawaii.

Kiskaddon retired in September of 1973 to go sailing on his revolutionary 60-foot schooner *New World*. He hoped to break the record for the fastest time sailed from New York to San Francisco, a record set at 89 days by the clipper *Flying Cloud* in 1854, but he unfortunately died in 1976.

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<sup>1</sup> Dieter Tede, *The First Forty Years: Marine Chartering Company, Inc.*, illus. Jim Campbell (San Francisco, USA: Marine Chartering Company, 1995), Prologue.

<sup>2</sup> Ibid, 4.

The second president of Marine Chartering Company, Inc. was Jacob Nebeling. Nebeling had met Kiskaddon shortly after having immigrated to San Francisco from Denmark in 1955, with experience in the Danish Army Royal Guard and as an apprentice for the shipping company Maersk. He led the company from September 1973 until his death in May 1989. Nebeling was instrumental in developing Marine Chartering's strong business relationships, especially in the Liner and Dry Bulk Trades.

The third president of Marine Chartering Company, Inc. was Dieter Tede, who managed the business from May 1989 until he retired in May 1998. Tede, like Kiskaddon and Nebeling, was involved with the company since its founding. He was introduced to Kiskaddon and the new company in 1956, having "recently arrived in San Francisco from Germany after a year's stint in Guadalajara, Mexico, to hone his Spanish language skills."<sup>3</sup> He was sent as a representative for the company to Peru to locate sources of cargo for their vessels.

The current president of Marine Chartering Company, Inc. is John Sylvester, who has held the position since May 1998. Sylvester was introduced to members of the company in 1969 and began a three year apprenticeship in the early 1970s, and became a partner in 1974. As Sylvester describes today, "Marine Chartering's success is founded on its long historic relationships in the dry and refrigerated sectors, providing complete and cost effective ocean/land transportation solutions with chartered/owned tonnage to its worldwide clients, with the guiding principle that excellent service is key. Although the shipping markets and technologies have undergone major changes in the past seven decades since 1955, Marine Chartering continues to fill a vital position in its trade."

**b. Describe any circumstances that required the business to cease operations in San Francisco for more than six months?**

Marine Chartering has not ceased operations in San Francisco for more than 6 months since its founding.

**c. Is the business a family-owned business? If so, give the generational history of the business.**

Marine Chartering is not a family-owned business.

**d. Describe the ownership history when the business ownership is not the original owner or a family-owned business.**

A history of company presidents is as follows:

George C. Kiskaddon from May 1955 to September 1973.

Jacob Nebeling from September 1973 to May 1989.

Dieter Tede from May 1989 to May 1998.

John Sylvester from May 1998 to present.

**e. When the current ownership is not the original owner and has owned the business for less than 30 years, the applicant will need to provide documentation of the existence of the business prior to current ownership to verify it has been in operation for 30+ years. Please use the list of supplemental documents and/or materials as a guide to help demonstrate the existence of the business prior to current ownership.**

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<sup>3</sup> Tede, *The First*, 11.



Documentation that verifies the business has been in operation for 30+ years is provided in the Legacy Business Registry application.

**f. Note any other special features of the business location, such as, if the property associated with the business is listed on a local, state, or federal historic resources registry.**

Marine Chartering Company, Inc. occupied office space in the Kohl Building at 400 Montgomery St. for its first two years (1955-1957). This building was constructed in 1901 by George Percy and Willis Polk for gold mining millionaire Alvinza Hayward. Some believe that the "H" shape of the building was meant to stand as an initial for their patron. The building survived the famous 1906 quake and fire with only minor damage.

Marine Chartering was based out of 310 Sansome St. for the next decade (1957-1967). The offices were about 1,000 square feet on two levels, cozy for its staff of 10, with the upper floor augmented by an outside terrace, the home of famous Friday afternoon industry cocktail parties to celebrate the week's end. These parties eventually gave birth to the company's two-day Summer Solstice Party, held the third weekend of each June as counter balance to annual December holiday parties, with 200-400 guests representing all facets of the shipping industry from all over the globe.

The company took residence in the Haslett Warehouse at 680 Beach St. for another decade (1968-1977). Built in 1909 as a cannery for the California Fruit Cannery Association (later renamed Del Monte), this magnificent brick building now holds the visitor center of the San Francisco Maritime National Historical Park as well as the Argonaut Hotel. The structure is recognized with both National Register and San Francisco Landmark status.

Remo Patri (1931-2013), the architect for the company's office at 680 Beach St., was a good fit for designing the space, having had experience "specializing in the preservation and reuse of San Francisco landmarks" and as "an experienced sailor" and Navy veteran drawn to the sea at an early age.<sup>4</sup> Ronald Roy Anderson (1932-2015), the contractor for Marine Chartering's first and second Beach St. offices, grew up in San Francisco's Glen Park district and was an active member of the city's business sphere and larger community throughout his lifetime, founding the Roy Anderson Paint Company with his father and serving as president of the Boys and Girls Club of San Francisco.<sup>5</sup> It was these two artisans who, at this location, gave the company's office the aesthetic it has maintained till today.

Dulcie Thorstenson, Kiskaddon's executive assistant, described the move to 680 Beach St., saying:

"We finally busted out all the seams at 310 Sansome and larger quarters had to be found. George Kiskaddon discovered that the old red-brick Haslett Warehouse down near Fisherman's Wharf was being prepared as raw space for

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<sup>4</sup> "Remo Patri," *San Francisco Chronicle* (San Francisco, CA), February 10, 2013, accessed August 23, 2017, <http://www.legacy.com/obituaries/sfgate/obituary.aspx?pid=162951211>.

<sup>5</sup> Ronald Anderson, "San Francisco Chronicle" (San Francisco, CA), June 28, 2015, accessed August 23, 2017, <http://www.legacy.com/obituaries/sfgate/obituary.aspx?pid=175148487>.

offices, the suites to be developed by the individual lessees. Architect Remo Patri was hired, along with an extremely talented contractor, Roy Anderson. (...)

"One felt good coming in to work each day. Clients were impressed with the ambience, which included the view overlooking San Francisco Bay with the floating ship museum, sailboats, freighter traffic coming in under the Golden Gate Bridge, Angel Island, and Alcatraz."<sup>6</sup>

The original sand-blasted brick walls, huge redwood beams, and redwood-and-glass dividers already made for a stunning workplace, and as Thorstenson illustrated, with "the addition of Oriental rugs and oak desks, our office became a showcase."<sup>7</sup> The company left these beautiful offices when the Haslett Warehouse transferred from state to federal ownership. Thorstenson described this transition: "It was a wrench to have to leave those beautiful offices; fortunately, another ex-warehouse, the West Coast Building across the street, was offering top-floor space. We hired the same contractor to do the development and were thus able to maintain a similar office decor."<sup>8</sup> 781 Beach St. has been the company's home for the past four decades (1978-present).

781 Beach Street was for many years the home of the Piedmont Winery and was still remembered as the "Piedmont Winery Building" at the time that Marine Chartering moved in. In the early 20th century, this stretch of Beach Street had been a center of manufacturing and industry, while today it is a focal point for art galleries and souvenir shops. Despite the building's modern amendments and additions, the redwood beams and red brick walls inside Marine Chartering Company, Inc.'s offices reveal its historical origin as an industrial warehouse.

## **CRITERION 2**

### **a. Describe the business's contribution to the history and/or identity of the neighborhood, community or San Francisco.**

Marine Chartering is an important component of the maritime history of San Francisco and of its waterfront today. Throughout its time in operation, Marine Chartering has played a multifaceted and global role in the shipping industry. In its group of companies, MCC has operated as agents, brokers, charterers, consultants, managers as well as owners of vessels, with global activities in all oceans. Its far reaching involvement in shipping affairs merits its recognition as an important and historic member of the San Francisco business community.

Marine Chartering is grounded in the city of San Francisco but has an international focus. The company has made a lasting impact on countless local employees and their families over the years. As former president Dieter Tede described, "Marine Chartering is one of the few privately owned and independent shipping companies that has made the conscientious effort to remain loyal to The City, even though overhead costs elsewhere would be lower."<sup>9</sup> Dieter Tede, who was born in Germany and is fluent in Spanish, having worked in Latin America in his youth, underscores that the company's international focus is integral to its success: "To use a current catch-word, we developed a 'global' outlook early."<sup>10</sup>

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<sup>6</sup> Tede, *The First*, 46.

<sup>7</sup> Ibid.

<sup>8</sup> Ibid, 46-47.

<sup>9</sup> Ibid, Prologue.

<sup>10</sup> Ibid.

Employees of the company today understand the history of the company, which has been preserved in a detailed account written by former president, Dieter Tede, *The First Forty Years: Marine Chartering Company, Inc.* (published 1995). This story is not only relevant to them, but to the broader community. Without Marine Chartering, the city of San Francisco would lose a key tie to its maritime heritage.

**b. Is the business (or has been) associated with significant events in the neighborhood, the city, or the business industry?**

As a director of BIMCO (Baltic and International Maritime Council, founded in 1905 and headquartered in Copenhagen, the largest shipping association representing shipowners who control 65% of the world's tonnage in over 120 countries), former Marine Chartering president Jacob Nebeling persuaded its global membership to have its annual meeting moved from its usual favored European cities to San Francisco in 1985. That year was also the 40<sup>th</sup> anniversary of the United Nations Conference that was convened in San Francisco and in 60 days produced the Charter of the UN, signed by 50 countries on June 26, 1945, registering San Francisco as the birthplace of the UN. Dianne Feinstein, San Francisco's mayor from 1978 to 1988, was the Honorary Chair of the BIMCO Conference, welcoming its membership to the city and guiding the tour of the UN legacy sites.

For many years Marine Chartering hosted summer parties for others in their office in the shipping industry, which drew business partners from across the globe.

**c. Has the business ever been referenced in an historical context? Such as in a business trade publication, media, or historical documents?**

An extensive article in the *San Francisco Chronicle* written at the time of Marine Chartering President George Kiskaddon's retirement in 1973 described his life and vision for the company in great detail. A history of the company was also presented in a 1980 volume of the industry journal *Marine Digest*. The company's operations have been chronicled in numerous other media, including *Pacific Shipper*, *Fairplay International Shipping Journal*, and *Marine Engineering*.

**d. Is the business associated with a significant or historical person?**

Marine Chartering Company, Inc. is associated with its founder, George C. Kiskaddon. Dieter Tede, former Marine Chartering president, described the company's founder saying, "George Kiskaddon's view of the world was certainly not that of the usual businessman. The pursuit of profits was for him a matter of secondary importance."<sup>11</sup> As the *San Francisco Chronicle* wrote at the time of his retirement, Kiskaddon's experience in the shipping business gave him "grave concern about what ships and men and technology are doing to the 70 per cent of the earth covered by water and prompted him to bankroll The Oceanic Society, which now has 7500 members and is involved in many endeavors."<sup>12</sup> The Oceanic Society is still active today and plays a key role in conserving marine wildlife and habitats.

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<sup>11</sup> Tede, *The First*, 136.

<sup>12</sup> Ralph Craib, "Tycoon Goes Back to the Sea," *San Francisco Chronicle* (San Francisco, CA), September 19, 1973, accessed August 23, 2017, Newsbank.



**e. How does the business demonstrate its commitment to the community?**

The company has been based out of Beach St. for 50 years, and has therefore been a longtime neighbor of the San Francisco Maritime Museum. The Maritime Park spans across several buildings located on the waterfront and includes a fleet of meticulously preserved historic vessels which give the public a window into the maritime trade of yesterday's San Francisco. Marine Chartering's Vice President, Karl Tede, is on the board of the San Francisco Maritime National Historical Park Association.

During the lifetime of Margery Tede, wife of former Marine Chartering president Dieter Tede, the company donated to an organization she founded called the American Concert Association, which provided scholarships to young artists. Marine Chartering donates to San Francisco law enforcement and firefighters associations including CalPal, Police and Sheriffs' Association, San Francisco Deputy Sheriffs' Association, San Francisco Police Officers' Association, and San Francisco Firefighters' Association.

In its many dealings with clients in the business, Marine Chartering draws international visitors to the San Francisco waterfront who support local restaurants.

**f. Provide a description of the community the business serves.**

Container Vessel Chartering: Dry Cargo (Bulk / Break Bulk / Project Cargoes)

Marine Chartering works with major shipping markets daily in United States, Europe, and the Far East. For 30 years, the department has been contracting shipments of grain and wheat cargoes from the United States and Australia to markets in South East Asia, Central and South America, and the Caribbean. The company also contracts movement of other agricultural commodities, fertilizers, chemicals, mining products, and project/oversize shipments. Container vessel chartering has been a large part of the business. Marine Chartering works with owners and operators in Europe, the United States' West Coast, the Pacific Islands and the Far East.

Refrigerated Cargo

Marine Chartering works with major shipping markets daily in the United States, Europe, and the Far East.

**g. Is the business associated with a culturally significant building/ structure/ site/ object/ interior?**

Marine Chartering's office, which looks out over the Aquatic Park, has been beautifully curated to represent the company's origins and direction for the future. The company has developed a wide collection of model ships, paintings, and other maritime artifacts over the years. The ship models and paintings depict crafts varying from 19th century sailing vessels to contemporary container ships. Most of the vessels have an association with the company's history, whether they were chartered or owned by Marine Chartering's group of companies.

**h. How would the community be diminished if the business were to be sold, relocated, shut down, etc.?**

Marine Chartering is one of the few links left today to San Francisco's maritime past. While the San Francisco Maritime National Historical Park and other historical museums can give visitors an image of what this bustling hub of trade was once like, the modern developments of the maritime industry would be lost without Marine Chartering.

## CRITERION 3

### **a. Describe the business and the essential features that define its character.**

With over 60 years of solid experience, Marine Chartering Co., Inc. steams forward as one of the premier international ocean transportation companies on the West Coast of the United States. Incorporated in California in 1955, the firm pioneered the brokerage of ships and cargoes from the Pacific Coast. Marine Chartering built up rapidly from this central core of expertise, expanding into all aspects of ocean transportation.

Marine Chartering today:

**SHIPBROKERAGE:** The firm's active brokers charter vessels for substantial grain, fishing, chemicals, mining, and shipping corporations, with worldwide requirements varying from spot market charters to the sale and purchase of ships.

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT:** On behalf of affiliated companies and clients, ranging from major U.S. and international food companies to small family-owned businesses, Marine Chartering manages the complete shipping and logistics operations from origin to destination.

### **b. How does the business demonstrate a commitment to maintaining the historical traditions that define the business, and which of these traditions should not be changed in order to retain the businesses historical character? (e.g., business model, goods and services, craft, culinary, or art forms)**

Marine Chartering has held onto its San Francisco roots for many decades, even as the city has changed rapidly around it. Despite the fact that the local waterfront is no longer the home of an active trading port, the company still maintains the age-old craft of marine brokerage and keeps shipping alive in San Francisco. Specifically, Marine Chartering is committed to being one of the few international brokerage and maritime transportation companies proud to still call San Francisco home.

### **c. How has the business demonstrated a commitment to maintaining the special physical features that define the business? Describe any special exterior and interior physical characteristics of the space occupied by the business (e.g. signage, murals, architectural details, neon signs, etc.).**

The unique aesthetic of Marine Chartering Company, Inc.'s office, with its converted warehouse style and nautical decor, is important to the company today. The company has preserved its paintings and ship models in prime quality.

### **d. When the current ownership is not the original owner and has owned the business for less than 30 years; the applicant will need to provide documentation that demonstrates the current owner has maintained the physical features or traditions that define the business, including craft, culinary, or art forms.**

Documentation is provided in the Legacy Business Registry application.

## Section Five:

### Supplemental Historical Documents:

781 Beach Office Exterior and First Floor Signage









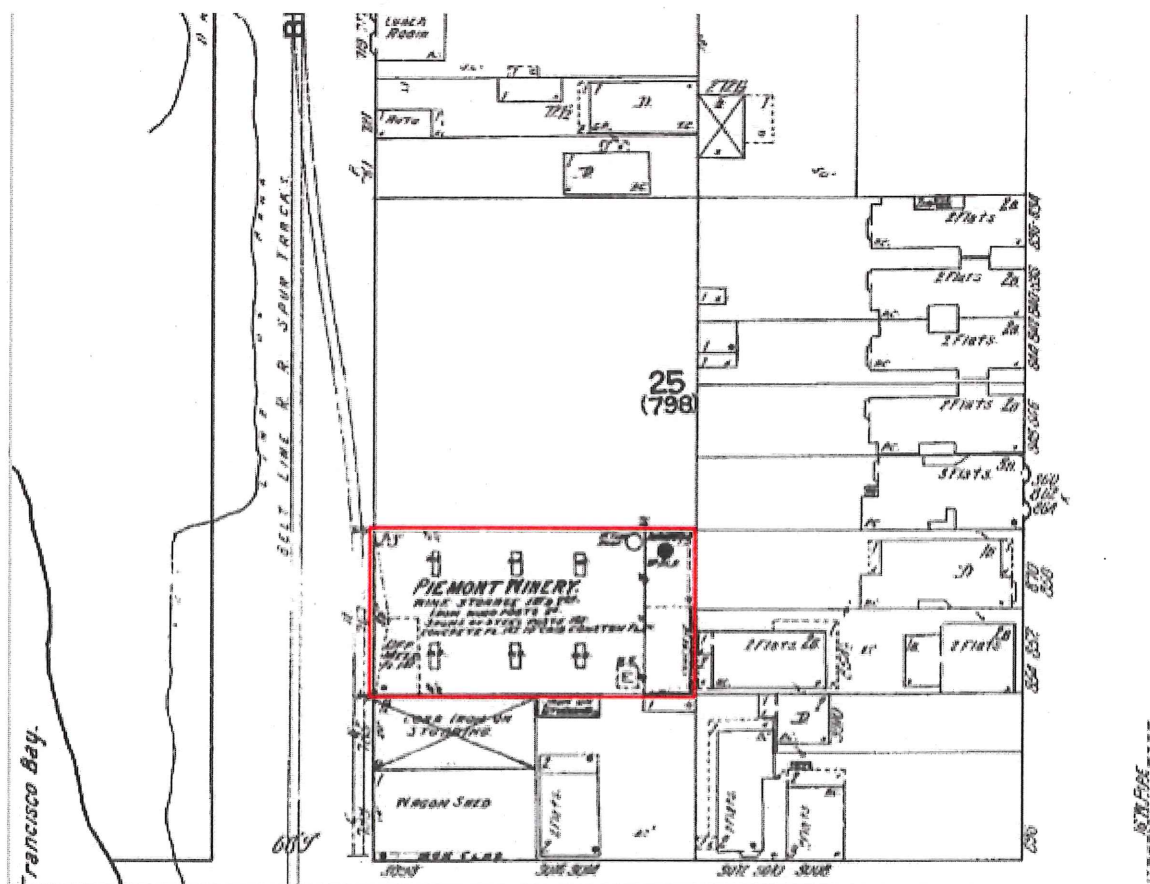
Fourth Floor Signage:





Office Interior





1915 Sanborn Map of 781 Beach Street, the company's home since 1978.

Image courtesy of *ProQuest Digital Sanborn Maps, 1867-1970.*

Marine Chartering's original office, at the Kohl Building (400 Montgomery)





Sample of Commemorative gifts from Industry clients:

StarKist Seafood 40<sup>th</sup> Anniversary:





Chicken of the Sea 40<sup>th</sup> Anniversary:



# CELEBRATION FORTIETH ANNIVERSARY

*To celebrate the occasion of its  
40th Anniversary*



MARINE  
CHARTERING  
COMPANY  
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*cordially invites you to  
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at 5:30 PM*

*for an evening of memories  
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in gratitude for the support  
and friendship our company  
has received from you  
over these many years.*

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Cathleen Johnson  
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1955 ★ 1995

This invitation  
celebrates the 40th  
anniversary of  
Marine Chartering.



The Company's first owned vessel, M/V Lillian K entering San Francisco Bay circa Jan 1962.



Historical Document of Founder, George Kiskaddon

MS-74  
(MARCH 1943)

WAR SHIPPING ADMINISTRATION  
TRAINING ORGANIZATION



#0443

United States

Maritime Service

**Barrage Balloon Certificate**

This is to certify that

George Kiskaddon

(NAME)

Lieut. USMS

(MARITIME SERVICE GRADE)

*has satisfactorily completed a course of training in*

**Marine Barrage Balloon Operation and Maintenance**

*at the* USMS Center-1000 Geary St., San Francisco, California.

(STATION NAME AND LOCATION)

Date of issue June 5, 1944

*George Kiskaddon*

(SIGNATURE OF STUDENT)

*E. Madison*

(OFFICER IN CHARGE)



# The Real Duty of A Teacher

Children should be taught all about sex in kindergarten," said Julie Bellous, who has received an award as one of the nation's most outstanding elementary teachers.

So enthused is Mrs. Bellous about her teaching job that she herself pays for three assistants to work with her during classroom hours.

With a refreshing lack of modesty, Julie said, "I'm a gem in my profession because I happen to like children and I don't think there is such a thing as a bad child or an incorrigible one."

Mrs. Bellous, formerly a concert pianist, went back to college at an age when most teachers are thinking of retirement, got her degree when she was 50, and — still in that decade — has hardly had time to become jillunstoned.

To the youngsters in her classes she must represent a highly volatile, interesting grandmother. To children that age grandmothers are almost as awe-inspiring as Santa Claus.

She feels strongly that the entire concept of education should be revamped — less of our tax dollars being spent on new buildings and more emphasis on classroom techniques with smaller classes and several teachers to each class.

The biggest waste of money in education is all those expensive buildings and equipment being idled for as many as four months of the year. There's no reason education can't be a year-round program.

Some teachers and school administrators might ask, "When will the teachers have the time to continue their studies for advanced degrees?" As far as I'm concerned the number of degrees doesn't make a teacher any better.

The best ones are those who can intelligently teach reading, writing, arithmetic and apply discipline across the rear ends of those who are incorrigible.



## Why Men Work

# Convenient Social Virtues

Newfane, Vt. They should call it: "The Greeting of John Kenneth Galbraith." But the book is called "Economics and the Public Purpose."

It's all almost anti-materialistic, which is quite a departure for an economist. You make me sound like a Calvinist. There is protest in Galbraith's voice.

"What I'm really saying is that materialism is one thing for people who just need food and clothing, health care, dentistry and so forth. It's something else for people for whom it becomes a compulsion derived from belief and conditioning."

"Technostructure" is Galbraith's tag for the faceless men along the rungs of corporate hierarchies in the "Planning System," the handful of giant firms with sales comprising fully half the economy, so huge they

## A Doctor's Advice For Nosebleeds

When called about a nosebleed, the doctor can advise a patient to "pinch his nose shut" with firm pressure by thumb and forefinger for 20 minutes, says Jack L. Baraga, M.D., of Walla Walla, Wash., in the August issue of the Journal of the American Academy of Family Practice.

This procedure is probably the best home treatment and will stop most nosebleeds, Dr. Baraga said, noting that ice packs or damp cloths on the forehead or back of the neck will do little to control nasal bleeding.

If pressure on both nostrils does not control the bleeding, office treatment will be necessary, he added.

## SEWING CLASSES

Crypto-servant is another of Galbraith's newly-coined

words: "He apologizes: 'One should never, if one can avoid it, invent a new word. It always has a nasty sound. The ear reacts badly.'"

Then he grins. "But new words have a certain polemical value. Everyone discusses them."

What does Galbraith propose to do about all this? To correct the imbalance between giant corporations and "small entrepreneurs, he'd suspend anti-trust laws and allow small business men to join in price-setting and cost-cutting (through volume buying/trusts). Rigid price controls would be set for large corporations.

He even urges that the federal government buy up their stock. He demands higher taxes on upper income wealth to slash what he considers "counter-productively high corporate executive salaries. Yes, he admits, his plan may cause some unemployment — but he eases the pain with a guaranteed annual income paid for with those higher taxes.

Families should, in Galbraith's view, abandon the quest for super-abundance. Instead, a family should "set an income target as its goal," and when that target is reached, make a "deliberate" decision to "deliberately" stop spending.

It's the convenient social virtue for women to be good homemakers, and that really means good administrators of their families' consumption. The richer a woman is, the more she is a crypto-servant to her family's possessions.

Crypto-servant is another of Galbraith's newly-coined

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Served 11:30 A.M. — 2:30 P.M.  
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**THE GLOBES RESTAURANT**  
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**Women rate Heather® better than high-cost hygiene sprays.**

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We guarantee you'll like it better... or your money back.



JOHN GALBRAITH A Calvinist?

ate choice" to rest and enjoy what it has earned. It should resist the impulse to buy things it doesn't need.

If this change in belief comes about, the strength of the technostucture will be sapped. If we buy only what we need, we won't lay down dollars for super-improved vaginal deodorants, 100-millimeter cigarettes or self-starting electric can openers.

Then, he says, control of economic resources will come back to us. The consumer will decide what should be produced — not the producers.

ment of Colored People who are also members of both the St. Francis Yacht Club and the Royal Ocean Racing Club, but none have been conspicuous.

Kiskaddon has just decided to give up the presidency of the firm, he founded 20 years ago, Marine Chartering Company, Inc., and to turn it over to four subordinates, headed by Jacob Nienburg. They will gradually purchase Kiskaddon's interests as he turns to other activities.

"They've been waiting in line to succeed me," he said. "There comes a time when you've got to make way. Now's the time for me. Besides, I've got other things to do."

Those other things involve the Oceanic Society, a sort of deep water and muddy bottom Sierra Club. Kiskaddon founded four years ago, and perhaps entering politics.

But doing the unexpected is perhaps the story of his career. He wanted a sea-going job in the dark days of the Depression by following his father's advice: "Don't go to the personnel manager," said the senior Kiskaddon. "Go to his boss. He'll direct you to the personnel

## Wedding Bells In Pasadena

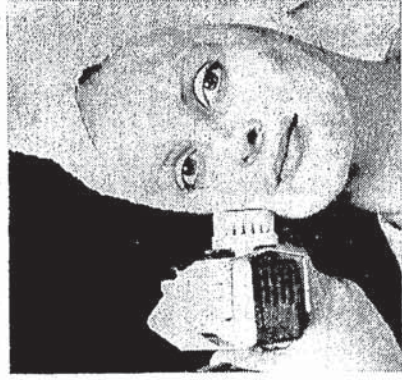
Margery Jaquith Wheaton and Brian Edward Saunders were married Saturday in a ceremony at All Saints Episcopal Church in Pasadena.

The bride is the daughter of Mrs. Robert Edgar Rhodes of Pasadena and attendant. Others in the bridal party included Mrs. Harry G. Mumford, Mrs. Gregory Van Dyke, Martha Miller and flower girl Diana Jaquith Lewis.

Keith Allen Watt was best man. Ushers included Myron Paul Hollister, Harry G. Mumford III, Jack Wassmann and the bride's brother, Silas P. Wheaton.

The groom attended Menlo School and Montana State College and graduated from Bradford, Mass. She bowed at the Peninsula Ball in 1957.

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Make your appointment today by phoning 397-3333 and be on the way to supple, smooth super-clean skin tomorrow.

20:00

Complete treatment.

Beauty Salon, Main S San Francisco only

Macy's

## Tycoon Goes Back To the Sea



Kiskaddon at work: always the unexpected

man. Then tell the personnel man his boss sent you."

Kiskaddon looks back on his first days — \$72.50 a month, some of which he spent on play-for-pay girls ashore — with great relish. He got political, nautical and sexual education all at once, all highly compressed.

He went to sea with men in their 30s; in a few years he was commanding them. "It was all telescoped," he says. "I swallowed it all up."

His career after World War II was not immediately so impressive. His first shipping venture on his own went bust; he worked as a waterfront reporter for a newspaper that failed; he held other shore jobs related to the shipping business and watched and learned.

In 1953, he founded Marine Chartering Company, Inc. The firm began with a borrowed \$10,000.

It has grown into a worldwide operation by putting together shipping packages. German ships hauling Volkswagen to the West Coast returned empty at a time when Kiskaddon knew of a need for vessels to carry ready conducts patrols to detect and retard pollution.

He put together a rope. He put together a



Emerging from swim at the Dolphin Club

three-way pay" package, educational and conservative. In constructing his empire of ships, crews and cargoes, Kiskaddon has negotiated more foreign understandings and commitments than Henry Kissinger.

His operations have also given him grave concern about what ships and men and technology are doing to the 70 per cent of the earth covered by water and prompted him to bankroll the Oceanic Society, which now has 7500 members and is involved in many endeavors.

It will, for instance, speak for all mankind at the forthcoming United Nations Law of the Sea Conference. It already conducts patrols to detect and retard pollution and is active in publishing and has ambitious plans for an

Kiskaddon has succeeded in recruiting such strong-willed and potentially antagonistic individuals as labor leader Harry Bridges and conservationist David Brower to serve on the same board of directors. His own role as shipowner entitles him to a shipowner's entourage.

"I don't think labor is any enemy of conservation," Kiskaddon says. "And I don't think all business is just rip-off. I am kind of ashamed of what we have both been doing to the marine environment."

"I'm also afraid of what we're doing. I think it is possible to find common ground and to think about future generations."

## Ask the Doctor 'Ringing Noise in My Ear'

By C. C. Thosteson, M.D.

DEAR DR. THOSTESON: I have had a ringing noise in my left ear about six weeks now. I have no pain. When this noise started it was gradual, just short periods at a time.

Now I have it all the time, sometimes real noisy and times when it isn't too bad. Can anything be done for this condition? —Mrs. S.C.

Maybe. The problem could be impacted wax pressing on the eardrum. Defects in the ear (usually with gradual loss of hearing as well) sometimes are involved.

Sometimes high blood pressure is a factor, and this is amenable to treatment, though not necessarily instantly. Medications (aspirin is one) of some types can cause ear noises.

And sometimes no cause can be ascertained. Since it is one ear only, have it checked for wax.

This is a common complaint as people age, but an annoyance rather than a danger.

DEAR DR. THOSTESON: You wrote about a medicine or pill or something a woman could take to stop or delay the menstrual period so she could go on a vacation without worrying about it. Could you please write about it again? —V.B.

Menstruation can be suppressed with one of the birth control pills that has a high progesterin content — but this should be done only on advice from your doctor. An effective place, such medication is obtainable only on prescription; in the second place, some women should not use such medications, particularly those with disorders of the veins, with cancer or liver disease.



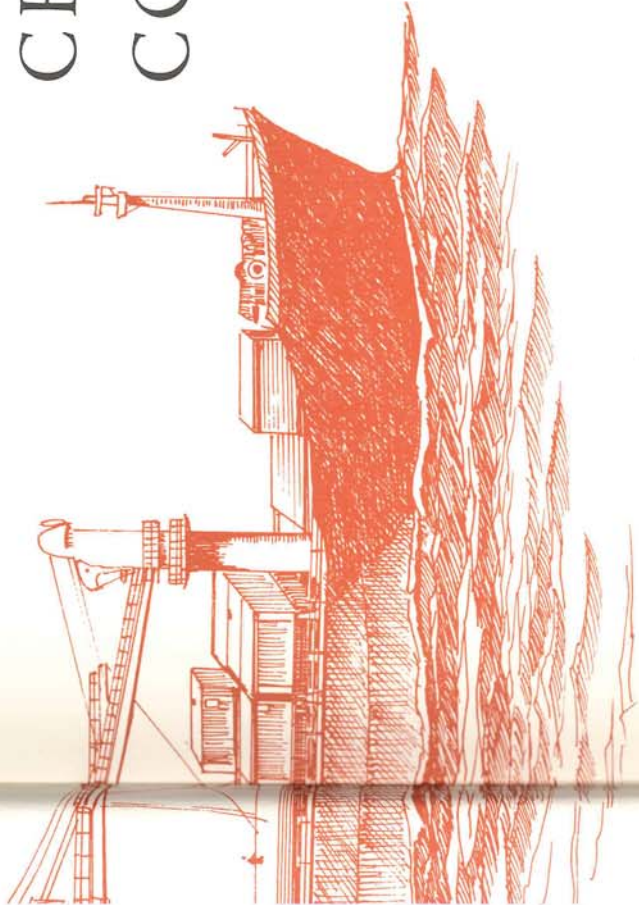
# *The First Forty Years*

MARINE  
CHARTERING  
COMPANY, INC.

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## Wolfgang "Dieter" Tede (1933-)

**Wolfgang "Dieter" Tede was a founding partner of the Marine Chartering Company (MCC), a leading international ocean transportation company established in San Francisco.**

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Dieter Tede, n.d.



# Introduction

Wolfgang “Dieter” Tede (born April 20, 1933 in Krefeld, Germany) was a founding partner of the [Marine Chartering Company](#) (MCC), a leading international ocean transportation company established in San Francisco on May 17, 1955. He served as a shareholder, director, treasurer, and president (1989-1998) of MCC before his retirement from the company in 1998 at age sixty-five. He is the current owner of Hopper Creek Winery, established in California’s Napa Valley just outside of the town of Yountville. Prior to the Hopper Creek Winery venture, he was the director and president of Audubon Cellars from 1983-2005.

Tede’s strength as a multi-faceted business owner, financier, and director reflects a staunch support for free trade and the democratic ideals that support global markets; a deep commitment to individual enterprise; an enduring belief in the family and the community as fundamental structures of corporate organization and investment; a keen regard for innovation, technology, and the efficient systems that are derived from their development; and an avid regard for the unique artistic and cultural contributions that principals of thriving private ventures are able to provide for their local communities.

These values are evident in Tede’s book, *The First Forty Years: Marine Chartering Company, Inc.* (1995). Published by the company at the twilight of Tede’s forty-year career with the Marine Chartering Company, it is an engaging narrative of the formation and rise of MCC. The company was founded as an operator of small (under 5,000 GRT)[\[1\]](#) time-chartered German and Norwegian tankers for the delivery of petroleum products to shallow draft ports in Mexico with return cargoes of molasses to Southern California. Over time, the company grew to its current stature as a world-wide, multi-service ocean transportation brokerage firm specializing in container, refrigerated and dry bulk cargoes as well as tanker services. In the telling of the story, Tede created a compelling documentary of the formative years of an innovative enterprise, one that included the support of family, friends, and associates whose loyal interests in MCC and the life of the San Francisco community endure to the present day.

Solid partnerships are the real test of great entrepreneurial talent in global shipping markets dependent on facilities, commodities, and technologies of varying size and sophistication. The merchant’s tightly coordinated market contracts and the critical role of the shipper in executing successful charters capture the best part of Tede’s career at Marine Chartering. Dieter Tede’s current interests as a Napa Valley vintner and his family’s life-long devotion to the performing and fine arts communities in San Francisco and Bolinas demonstrate a rich and complex set of partnerships, unique and satisfying multi-cultural engagements that endure to the present day.

## Family Background

Wolfgang “Dieter” Tede, was born on April 20, 1933, in Krefeld, Germany, a few months after the Nazis seized power. He is one of three children born to [Karl Tede](#) (1902-1982) and [Hella Breckerfeld Tede](#) (1910-1990). His sisters, Ursula Tede Wertenbruch (born April 27, 1935) and Helga Tede Semmer (born April 22, 1938) currently reside in Berlin.

Dieter Tede's father completed his doctoral studies in chemistry at the University of Freiburg in 1927. He was the first in his family to attend university and to establish a career as a scientist. His dissertation examined the technical aspects of color film which was later developed by Aktien-Gesellschaft für Anilin-Fabrikation (AGFA), a company founded in Berlin that would specialize in producing chemicals for photography and film. Shortly after completing his degree, Karl Tede took employment with Bemberg Seiden in Krefeld, where he worked as a troubleshooter for the company's international licensees. At that time, Bemberg was a leading producer of "Bemberg silk," a fabric made from cotton linter with the quality and texture of silk but with a greater durability than rayon, another popular synthetic fabric of the time. It was particularly popular among manufacturers of [ladies' stockings](#). Today "Bemberg" is a trademark for a cotton linter fabric known as cupro, used for outerwear, sporting goods, and bedding products.

[Karl Tede](#) moved his young family to Berlin in 1934 where he was employed as the technical director of Textilwerke S. Henking. It was a tumultuous time for once-vibrant textile producers in Berlin, still struggling to recover from the calamitous effects of the Depression. Karl Tede directed this textile enterprise in Berlin-Tempelhof until approximately 1950; thereafter and until his retirement in 1968 he ran his own textile business in West Berlin, the Dr. Karl Tede Färberei. In 1938 a branch of Textilwerke S. Henking was established in Seifhennersdorf, a small town in Saxony on the Czech border, to manufacture parachutes for the war effort. Today Spekon in Seifhennersdorf is an internationally recognized producer of synthetic fabrics and commodities for sporting outerwear, including the design and manufacture of parachutes for recreation and the military industry.[\[2\]](#)

## Berlin: The War Years

Dieter Tede enrolled at Volksschule Albert Leo Schlageter in Blankenfelde-Mahlow just outside of Berlin in August of 1939. On September 2 Germany declared war on Poland. During the war years Dr. Tede stayed in Berlin, traveling home to his family on weekends. Despite the political situation Dieter recounts memorable [summer holidays in Scharbeutz](#) on the Baltic Sea, where his father would spend time with his wife and children. Karl Tede's work at the textile factory exempted him from service in the armed forces.

In July 1943, Dieter spent time visiting with his grandparents in Hamburg. His [grandfather](#) Karl Sr. owned a ship chandlery, [F. Reyher Nchfg.](#) It was an exceptional place for young Dieter, who shared his grandfather's interests in stamp collecting and model shipbuilding. A corner of the shop was devoted to replicas of ships whose items of sailing gear were forged to scale by visiting artisans. During that summer visit the chandlery was destroyed by successive air raids on the city of Hamburg. "Operation Gomorrah" commenced on July 24. It is estimated that a total of 9,000 tons of explosives were dropped on the city, killing and injuring nearly 80,000 civilians.[\[3\]](#)

As air raids over Germany increased in intensity, parents began sending their children away from the big cities. In August 1943 [Dieter was sent to stay with relatives](#) in Lankow, near Schwerin (Mecklenburg). He spent one year at the Wilhelm Gustloff Gymnasium in Schwerin, where he completed his first year of secondary education. In 1944 he returned to his family in Berlin; he

completed his secondary education in 1951 at the Ulrich-von-Hutten-Gymnasium in Berlin-Lichtenrade.

On May 7, 1945, Germany unconditionally surrendered in Reims, France, at the headquarters of General Dwight D. Eisenhower. The Tede family had to temporarily take refuge with another family. Karl Tede was ordered to remain at the textile factory in Berlin-Tempelhof during the war's transition period. The Allied Control Council confirmed plans to divide Germany and the city of Berlin into four occupation zones. Berlin's southwestern quadrant became the American sector; the cities of Tempelhof and its southern suburb of Lichtenrade were located within the perimeters of this sector. Karl Tede's work at the factory gave him clearance as a citizen within the American sector; as a result of this and the location of the Ulrich-von-Hutten-Gymnasium in Berlin-Lichtenrade within the American sector, Dieter was able to commute with relative freedom between the western and eastern sectors of the city, where the family residence in Blankenfelde-Mahlow was located.

In July the Allied Control Council announced the formation of the *Kommandatura*, a governing body with authority over the administration of the city of Berlin. The Potsdam Conference finalized the plans for the division of Germany into allied occupation zones. Tensions continued to build as ideological differences between the eastern and western zones became evident—a situation complicated by millions of refugees seeking refuge during the post-war period. In June 1948, the Russian government imposed a blockade on Berlin, cutting all transportation and food supplies to the city. At the command of American General Lucius Clay, the first C-47 flights of food were received at Tempelhof airport, one of two—later three—airfields located in the western sector, soon thereafter. Within weeks, C-54s with ten-ton capacity were scheduled under the administration of Major General William H. Tunner, the mastermind of “Operation Vittles,” or the Berlin Airlift. The effort to build “air bridges to Berlin” was assisted by the British Royal Air Force and its flights known as “Operation Plainfare.” From June 26, 1948, through September 30, 1949, 276,926 flights were recorded; nearly seven hundred planes were used to haul nearly 2.3 million tons of provisions to the beleaguered city. The distribution of supplies and the maintenance of the aircraft were provided by the citizens of the city; among them were former members of the Luftwaffe. As a young adolescent, Dieter was one of many youths who rode their bicycles to the airport at Tempelhof to help with the unloading of food supplies.[\[4\]](#)

The German Democratic Republic (*Deutsche Demokratische Republik*) was established on October 7, 1949, by the Socialist Unity Party of Germany (SED – *Sozialistische Einheitspartei Deutschlands*). Stringent controls on businesses and the education system made life difficult for East German families. In 1950, Dieter closed the door of his family home at Gerhard Liebsch Straße 2 in Blankenfelde and accompanied his parents to live in Steglitz, located in the American sector. It would be forty years before he would return to his family home. Soon after moving, Karl Tede started his own textile business, the Dr. Karl Tede Färberei. Dieter and his classmates worked odd jobs at the factory for pocket money. Eventually the operation grew to twenty employees; Mrs. Hella Tede worked with her husband as the business administrator for several years. Employees were kept busy preparing the loads of old and military clothing they received to dye for post-war use by destitute families.

## **Hamburg: Gateway to the World**

As an outcome of the Potsdam Conference, Germany's shipbuilding and aircraft industries were dismantled. However, an agreement established in 1944 gave the United States administrative control over the port city of Bremen, and the German shipbuilding company A.G. Weser, a leading company within the prosperous consortium known as the Deschimag. With the formation of the Federal Republic of Germany in 1949, and deteriorating relationships with Korea, American political interests favored support of the rebuilding of Germany's shipbuilding industries, despite the mistrust of their English and French allies. That remarkable reconstruction is the reflection of a strong community coalition of German industry and policy leaders who, in barely ten years' time, put Hamburg merchant ships and liners in the forefront of global shipping and military providers. Today the Free and Hanseatic City of Hamburg is the second largest city in Germany after Berlin; it is one of Europe's busiest ports.[\[5\]](#)

Whatever hopes Dieter Tede's father had that his son would follow a career in the sciences were overshadowed by Dieter's fascination with trade and commerce, for languages, and for foreign experiences. Karl Tede agreed that Dieter, upon completing secondary school, would not immediately begin studying economics (his primary interest), but instead start out as an apprentice in his grandfather's place of business in Hamburg. This included matriculating at the Hamburg School of Trade. The vocational training gave Dieter Tede an excellent basic knowledge in several commercial disciplines including warehousing, procurement and sales, accounting, export and import practices, and a three-month internship at the Vereinsbank in Hamburg. He completed his apprenticeship at [F. Reyher Nchfg](#), a company that, after the war, specialized as wholesalers and retailers of bolts and nuts and other industrial fasteners. Dieter graduated in 1954 with a *sehr gut* (the equivalent of an "A" or 4.0 average in college evaluations).

During that time Dieter took several Spanish courses at the local Berlitz Institute of Languages. In 1953 a distant relative, Alfredo Luesch, traveled from Mexico to the Eppendorf Hospital in Hamburg for the treatment of a cancerous growth. He entertained Dieter with interesting stories about Mexico, which piqued his interest in international trade. On his relative's recommendation, and with his parents' approval, Tede prepared for a one-year internship in Guadalajara (Jalisco), Mexico, for the fall of 1954, following the completion of his apprenticeship. Dieter completed language courses at the University Autonoma while working as an internal auditor for Nacional de Drogas, S.A. in Mexico.

When his visa expired a year later, Tede decided to visit the West Coast ports of the United States rather than fly back to Germany. Money was tight, but the fare of the third class buses in Mexico took him as far as Tucson for \$50, and from there he caught a Greyhound bus to San Francisco.

## **San Francisco: Business Beginnings**

Arriving in San Francisco, Tede immediately set out to find employment. Searching the yellow pages of the telephone directory, he found the address of Winchester Agencies, a subsidiary of J.H. Winchester & Company of New York. Upon application and with a formal change in immigration status he took a position as a shipping clerk trainee. He leased an apartment with

Vern Williamson, a former colleague of Spanish in Guadalajara and a school teacher; they resided at 4115 Lincoln Way in the Sunset District.

Dieter was gainfully employed from September 1955 through July 1956; while at Winchester Agencies he met Jacob “Jake” (Rasmussen) Nebeling, a native of Aarhus, Denmark, who had immigrated to the United States in 1955 at the age of 26. Nebeling served his technical apprenticeship in Copenhagen with A. P. Moeller (Maersk) after his release from his duties as a lieutenant in the Danish Army Royal Guard. While at Maersk, Nebeling met the German ship owner Juergen Weitert, who recommended that the young Nebeling should look up [George Kiskaddon](#) in San Francisco.<sup>[6]</sup> At the time, Kiskaddon was chartering one of Weitert’s small tankers, the *Robert Weitert*. Jacob’s training at Maersk prepared him for successfully negotiating complex freighting arrangements with clients worldwide. He would eventually succeed George Kiskaddon as president of the MCC, serving from 1973 until his own death in 1989, when Dieter Tede assumed leadership of the organization. Nebeling introduced Tede to George C. Kiskaddon, founder of a new venture, the “Marine Chartering Company: Steamship Operators\*Chartering Brokers.” Registered as a California corporation on May 17, 1955, the fledgling company was just beginning to establish itself as a time-charterer<sup>[7]</sup> for [cargoes](#) along California’s Pacific coast.

The Marine Chartering group of companies would eventually succeed in the initiation and development of diverse multi-cultural transactions that influenced the formation of new ventures and partnerships worldwide. The success of such complex exchanges relies on the transport industries, whose critical services within global markets over millennia have depended on ships as essential carriers of goods and products. Strong corporate and government protections for shipping investments and agency operators are the foundations of global shipping ventures; resilient trading partnerships and chartering practices created the momentum required to keep MCC’s strong legacy venture viable over time.

The [mission and structure of Marine Chartering](#), a legacy company with over fifty years of experience in ship management, ship ownership, and ship chartering, reflect those values. Company founder George C. Kiskaddon, and partners Jacob “Jake” (Rasmussen) Nebeling and Dieter Tede, lay the groundwork for an extensive cluster of internal corporate structures, including foreign corporations, for incentive motivation and risk separation. International shipping ventures required such structures to minimize personal risk and to provide attractive incentives for shareholders. The founding partners were later joined by Captain A. L. (“Vicky”) Bleicher, Jorgen With-Seidelin, and current president John Sylvester. Each partner brought to the table a set of talents and instincts finely tuned to the ever-changing shifts in trade relationships and commodities.

From the outset, the Marine Chartering group was organized to engage competitive, low-cost shipping services for exporters along the Pacific coast, the Gulf coast, Mexico, Central America, South America, New Zealand, Australia, Africa, Japan, Korea, Taiwan, and Micronesia. The formation of MCC and its rapid expansion was buoyed by a rapid resurgence of foreign trade in the post-war period. During the period 1955-1975, the company’s formative years, U.S. exports grew from \$14,298 million to \$107,652 million.<sup>[8]</sup> Emerging technologies in ship design and transport created new and unique opportunities for the young company. Containerization and



refrigerated cargo ships were key innovations that revolutionized the transport of goods; taking advantage of a growing international market for refrigerated products, the company created niche market services in the transport of tuna and meats, grain, and produce. Other commodities included lumber, zinc concentrates, fish meal, and petroleum products.

In 1954, after four lackluster years job-hunting in New York, Kiskaddon moved to the West Coast to pursue his passion for the shipping industry. He established a company, Cia. Naviera Rosario S.A., registered in Panama, and signed a charter agreement for the use of the German tanker *Robert Weitert* for five years. This enabled him to secure a five-year contract with Petróleos Mexicanos (Pemex) for the transport of gasoline, diesel, and kerosene from Los Angeles to shallow-draft harbors at La Paz and Topolobampo located in the Gulf of California. Profits from the arrangement with Petróleos Mexicanos were marginal as funds were used for MCC overhead costs including Kiskaddon's modest salary.

Kiskaddon had a particular interest in developing South American markets for tuna. That market was suggested to him by Captain Taber Putnam, a retired Navy pilot. Later, when he was confined to a wheelchair with multiple sclerosis, his wife would drive him to the San Pedro Harbor dockside. From there he would watch the daily transactions of what was then the main harbor for Los Angeles. This is where Kiskaddon met him while managing the cargoes delivered under contract by MCC.

San Pedro Bay was declared the official port of Los Angeles in 1897.<sup>[9]</sup> At the turn of the century, major industries established themselves in the port area to support thriving markets for fish, grain, canned goods, oil, and shipbuilding. The Panama Canal opened in 1914, giving California ports an unprecedented advantage in international trade. During World War II, the port of Los Angeles employed more than 90,000 shipyard workers as it became a main locus for shipbuilding in support of the war effort. During the war years significant innovations occurred in the transport industries, including the use of flat-car and piggyback beds for rail transport. Refrigerated ships were used during both world wars to transport perishables food supplies and troops to locations worldwide. Because of the complexity of building a refrigerated vessel, only two refrigerated ships of forty-two requisitioned by the U.S. Maritime Commission were seaworthy during the 1940s war effort.

On April 26, 1956, the World War II tanker *Ideal X* sailed out of Port Newark, New Jersey bound for the Port of Houston in Texas. The brainchild of trucking magnate Malcolm P. McLean, the tanker was retrofitted to secure and deliver a load of fifty-eight containers with dry cargo.<sup>[10]</sup> Two months after the maiden voyage of the *Ideal X*, President Dwight D. Eisenhower signed the Federal-Aid Highway Act (also known as the National Interstate and Defense Highways Act, Public Law 84-627) into law on June 29, 1956. In 1955, McLean purchased the Pan-Atlantic Steamship Company, a venture that was reincorporated as Sea-Land Service Inc. in 1960. That year, the Matson Navigation Company of San Francisco, established in 1882 by Captain William Matson, converted the *S.S. Hawaiian Citizen* into the world's first all-container vessel. Many of Matson's early innovations included cellular containerships, intermodal containers, and specialized equipment, including the A-frame gantry frame, that are now industry standards. In 2008, McLean was inducted into the 2008 National Inventors Hall of Fame, an honor that commemorated the efficiencies in intermodal freight transport achieved by

containerization, a novel technology that reintegrated and continues to transform the global economy.[\[11\]](#)

Through his contacts in the shipping industry, Kiskaddon learned that there was a keen demand for refrigerated shipping space from South America to California for loads of frozen tuna. Many American tuna fishing vessels had moved away from the California coast to Ecuador and Peru because of declining catches. The canneries were located in San Diego and Los Angeles. During the early 1950s, the logistics of transporting catches of tuna to the Terminal Island canneries, located in close proximity to the San Pedro harbor at Los Angeles, were complicated and untimely. Kiskaddon and Putnam contacted an acquaintance, Thorwald Kyvik of Haugesund, Norway. Kyvik was a herring fisherman who built two 40,000-cubic foot refrigerated (“reefer”) vessels in Strasbourg, the *Ice Bird* and the *Ice Flower*.[\[12\]](#) In short time, a joint venture directed by Kiskaddon, Kyvik, and Putnam was established under the newly formed Pacific Reefer Service (PRS), incorporated as a division of Cia Naviera Rosario S.A, in Panama. The first vessel, the *Ice Bird*, was time-chartered to Pacific Reefer Service at a cost of \$600 per diem,[\[13\]](#) with a first delivery scheduled for August 1956.

## **Lima: Business Development**

On May 31, 1956, Dieter [signed an agreement](#) with Marine Chartering Company establishing his services beginning July 1 as the sole proprietor of Dieter Tede, Agencia Naviera, in Lima, Peru, representing Pacific Reefer Service for MCC in the specialized transportation of frozen tuna via small refrigerated ships. Taking leave of Winchester Agencies, Dieter was given a one-way ticket to Lima to serve as the owner’s representative in negotiating cargoes for the *Ice Bird*. Within a few months additional cargoes were chartered so that the *Ice Flower* was also on assignment to PRS. By 1998, [over three thousand tuna voyages](#) were documented under the auspices of Refrigerated Express Service Ltd, a company founded by MCC in the Bahamas during the 1980s to protect the assets of the original Pacific Reefer Service line during the unstable regime of General Manuel Antonio Noriega in Panama.

Like other future MCC ventures, MCC was the manager of Pacific Reefer Service (DBA of Cia.Naviera Rosario in 1956). In the start-up period of corporate formation, the founding partners functioned as the primary shareholders in the different companies in operation. Later, the MCC group of companies was supported by individual shareholders who participated in a particular venture according to their personal ability or willingness to invest in the operation. Great care was taken not to expose Marine Chartering Company to operating risks; rather, the owners of each venture assumed the risk of operation. Each company operated under a management contract with MCC who collected a daily management fee per ship; on occasion, a commission on freights earned by the individual operating company was also consigned to MCC. Each individual company, the majority of which were foreign-based, was fully at risk for the business it assumed, and each maintained its own and separate accounting records.

During the early ventures the company established a basic strategy that became the reiterated pattern for future charters. MCC managed (“brokered”) shipping ventures on a remuneration basis of fees and commissions. As associates, the founding partners formed MCC as a management, agency, and brokerage company. Each individual partner engaged in the formation

and management of a particular sector of enterprise, mainly in foreign countries. The services they provided included the time-chartering of vessels and underwriting cargo carriage contracts.

During the post-war period foreign trade began a period of vigorous expansion. As Tede noted in his book, *The First Forty Years*, from 1955 to 1995 U.S. foreign trade grew from \$27 billion to over \$1 trillion per annum.<sup>[14]</sup> During that time period, foreign nationals were developing markets and offering tax incentives to willing investors. Over time, the Marine Chartering group of companies grew to form a [matrix of interactive corporate entities](#) supporting a set of primary third party service providers including Marine Chartering, Paxicon, Inc., Refrigerated Express Service, Inc., Centramar Limited, and [Polynesia Line Limited](#).

Dieter served as the sole proprietor of Dieter Tede, Agencia Naviera, until 1959, when he became a shareholder and director of the MCC enterprise. During his career he held various positions including that of director, chief financial officer/treasurer, and president of the MCC group and various related enterprises. His specialty was the development of Latin American trade.

## **New Horizons: International Business Expansion**

Tede's ease in navigating different cultures, his training in commercial relationships in Hamburg, and his love of languages were strengths that proved indispensable to MCC's international enterprise. Highlights of his career include the following:

- From 1964 to 1998 Tede served as the president of Refrigerated Express Service Ltd. located in Nassau, Bahamas. The company was first established in 1959 in Panama as the successor to Pacific Reefer Service as an operator of a fleet of refrigerated ships serving Central and South America, Africa, and Japan. RES was re-established in the Bahamas for tax incentives.
- Tede co-founded Terminales de Cortes S.A. de C.V. in Honduras in 1968, and remained active as director of that firm until 2006. Central America was the site for innovations including the introduction of containerized shipments, particularly of coffee from Puerto Cortés to ports in New Orleans where an office was maintained. The company specialized in the transport of silver-bearing lead and zinc concentrates produced by the El Mochito mine of the New York and Honduras Rosario Mining Company. *La Bonita*, a state-of-the-art multi-cargo 2400 dwt container ship built for Marine Chartering in 1965 at the Jadewerft in Wilhelmshaven, Germany, also carried grain shipments to and from Guatemala and Honduras. By 1989 250K tons of wheat were shipped to Central America.<sup>[15]</sup>
- During the 1960s Marine Chartering contracted with Van Camp Sea Food Company, located in Koror within the Palau Islands, for shipments of tuna from Micronesia to California's Terminal Island canneries.<sup>[16]</sup> Also, small German refrigerated vessels were used on contract to transport dynamite from Kings Bay in Georgia to mining operations in Northern Australia. This venture gave the MCC group a presence in the island territories. In 1965 the Department of the Navy put out to bid Micronesia's civilian ocean transportation requirements. In 1968 the administration of the islands was assumed by the Department of the Interior at the insistence of the United Nations which was monitoring



post-World War agreements. Again, Marine Chartering Company submitted a bid for the exclusive franchise on the area's ocean transportation. That successful bid included a comprehensive proposal for the formation of a Micronesian company with shares equally owned by Micronesian partners and U.S. investors. The venture was capitalized at \$500,000; shipments began on September 1, 1968, to the Marshall Islands, Ponape, Truk, Saipan, Yap, and Koror, each with a director representing them on the Micronesia Interocean Line (MILI).

Tede was the director and treasurer of this venture from 1968 to 1972, when it was transferred in response to changing attitudes in Washington D.C. During the furor of the Vietnam War, the islands were regarded as important strategic landmarks; the independence fostered by the MILI program was not considered in the best interests of the mainland. Further, after three years of operation, it was evident that government subsidies were needed to keep freight rates at levels that supported the development of local trade. In 1972 the High Commissioner's office reached an agreement with MCC and the project was assumed by Trans Pacific Lines Inc., a government-sponsored company. Nevertheless, the company was an exemplary model of a successful commercial "joint venture" between Micronesian investors and Marine Chartering. MILI was controlled by 608 Micronesian shareholders with an equal investiture of 50 percent by American shareholders, 94 percent of whom were employees of MILI or Marine Chartering. During Dieter's directorship the venture employed 170 staff and earned approximately \$6 million in gross freight revenues. It was the area's largest private enterprise.

- A similar partnership was established with Guatemalan shareholders in 1972, forming *Líneas Marítimas de Guatemala S.A.* for the competitive transfer of wheat from U.S. suppliers to flour millers in Guatemala. Dieter served as the co-founder and director of the company until 1989; its first vessel was the *M/V Lago Atitlan*, formerly the German vessel *Rotersand*, followed by the *Lago Izabal*. These acquisitions were made possible by partnerships with the *Empacadora de Cereales (EMCECO)*, the *Molinos Modernos S.A.*, and individual investors.
- The Pacific Mexico Container Line (*Paxicon*) was founded in August 1978, riding a boom in demand for Mexican oil. Ocean shipments of dry cargo, refrigerated cargoes, and fuels helped merchants circumvent trucking deadlocks at the border crossings at Mexico. The [\*Tarros Paxicon\*](#) was a 105-container ship with unique Italian architecture that allowed container trucks to drive on board for discharge. The Mexican peso was devalued in December 1981 by the Portillo government, resulting in a substantial reduction of the volume of available business. *Paxicon* was obliged to temporarily discontinue shipments from Mexico after nearly one hundred voyages between Los Angeles and Manzanillo. The vessel *Tarros Paxicon* was sold to Venezuelan interests, but *Paxicon* continued to operate, building commercial interests in Brazil, the Caribbean, and Southeast Asia. Dieter Tede was a co-founder and president of the operation from 1978 until 1998. It is still active today as a U.S.-based operating and risk-taking company within the MCC group of companies.
- The *Cobrecaf Compagnie Bretonne De Cargos Frigorifiques* is located at Zi du Moros 7 rue des Sardiniers in Concarneau, France. Cobrecaf owned [\*specialty-designed purse seiners\*](#) for catching tuna on the high seas and refrigerated vessels for the transportation of

these cargoes to canneries in France and Italy. Dieter participated as an investor and director of this enterprise from 1986 until his retirement in 1998.

- Ted Arison was a prominent Israeli-American businessman and the founder of the well-known Carnival Cruise Lines, operational in 1972. Expanding his interests, Arison established Concorde Nopal lines, a Carnival subsidiary providing liner and container services between the U.S. gulf coast region and Central America. The company sustained heavy losses due to inexperience with the complexities of the Latin American market, an overextended net of services, and a weakened Central American market due to intense political turmoil. Prospects were grim, so in 1984 MCC purchased the struggling line for \$1 dollar, changing its name to Concorde Line and establishing the Concorde Shipping Co. in Louisiana with a successful invitation to current Central American agents to invest in the venture as shareholders. In 1985 the venture became a division of Paxicon, Inc., providing all-water service from Central America to the northeastern ports of the United States. Keeping faith with his Central American agents despite economic hardship and political distress, Dieter Tede was the director, president, and major shareholder of the Central American line from 1984 until 2003.

At the time of [Tede's retirement](#), MCC administered nearly sixty employees operating in offices in San Francisco and New Orleans with a gross revenue estimate of \$125 million.<sup>[17]</sup> These revenues included gross revenues (freights) of the various domestic and foreign client companies managed by MCC.

## **Napa Valley: Nothing Ventured, Nothing Gained**

While fully engaged in the shipping business, as retirement loomed on the horizon, Tede began to invest in and learn about the [wine business](#), a natural endeavor living in California. Recalling his great-grandfather Johann William Tede's [successful wine and beer trade](#) in the city of Schwerin, Tede purchased an interest in Audubon Cellars Inc. in Berkeley in 1982. He had met Ralph Montali, a wine merchant from Oakland, in 1981; both were interested in producing good wines. In 1982, Montali contacted Tede and the two agreed on a limited partnership, taking over the assets of the Richard Carey Winery located in San Leandro. The business had a good reputation and in March 1982 Tede and his MCC partner, Jacob Nebeling, invested \$50,000 each in the new Montali Winery. The landlord of the new winery, disgruntled over Richard Carey's fiscal irregularities, immediately cancelled the lease of the land to the new partners. The fledgling winemakers found a property in Berkeley, behind the Pacific Vegetable Oil Co. in close proximity to the Pacific Railroad; six months and \$50,000 later, the property was sold to the Japanese Numono Sake Factory. Across the tracks, an empty two-acre lot was vacant adjacent to a bird sanctuary on the bay front; a three-year, triple net lease was signed with the owner. Richard Carey continued with the Montali Winery until his retirement in 1985 when Barry Grushkowitz assumed the tasks of wine-maker.

Formidable construction costs and personal cash outlays to cover a \$2 million debt did not deter the group from producing exceptional wines. In 1986, Hubertus von Wulffen, formerly employed by the Buena Vista Winery, was hired as president of the company until 1989; with the reunification of Germany, he returned to his native country. Dieter served as treasurer of the venture; he assumed the presidency upon Hubertus's departure. In 1988 the company changed its

DBA to Audubon Cellars, Inc. With the support of the National Audubon Society and the National Museum of History, the proprietors obtained the rights to a series of monographs of bird paintings by John James Audubon; these reproductions were used as [attractive label designs for the wines in distribution](#). Initially, local sales were slim; the residents of the San Francisco Bay Area were still struggling to recover from the 1987 earthquake. Napa Valley and its reputation as a world-class producer of fine wines invited stiff competition among rival vintners. Nevertheless, Audubon Cellars made a reputation for itself with wines produced from superior premium vineyards, and the production of wines for third party customers such as Sonoma Mission and Spaghetti Red. Other wines produced by Audubon Cellars included noted lines of Cabernets, Zinfandels, and Chardonnays.

In 1996, with his wife Margery's blessing, Dieter completed the purchase of an 8-acre [vineyard](#) and [winery](#) located outside of Yountville. Formerly owned by French vintner Edmond Maudiere and Associates, the property produced exemplary stocks for the pressing of fine Merlot wines. Dieter changed the name of the company to [Hopper Creek Winery](#), reflective of the creek that ran along the property's eastern border. Edmond Maudiere retired from the winery in 1997; the property was leased to Alan Haywood and Noah Taylor who produced a zinfandel from the grapes of the Los Chamizal Vineyards of Sonoma, and a Hopper Creek estate merlot marketed under the Noah Vineyards label.

To reduce rising overhead expenses, in 2005 the Noah Vineyards contract was discontinued, and the Audubon Cellars operation was assumed by the Hopper Creek Winery. In the summer of 2005 the Audubon stocks of wines were stored in a warehouse facility on Mare Island, located within the former Navy yards at Vallejo. In October 2005, Mark Christian Anderson, the former Sausalito civic commissioner, set fire to the warehouse in an angry reaction to a series of legal and financial setbacks. Nearly 4.5 million bottles of wine were lost, representing the lifetime investments of more than ninety Napa Valley wineries and more than forty collectors whose combined losses totaled over \$54 million. Small family owners were devastated by the conflagration that destroyed unique blends of wines, many of which could not be reproduced. The Hopper Creek/Audubon Cellars enterprise lost stocks appraised at nearly \$1 million. While insurance covered the costs of the stock, it would be several years before the company would develop sufficient reserves of wines for sale.[\[18\]](#)

The recovery of the winery was assisted by the generous support of family members and friends who donated time and energy to the enterprise. Originally the property supported nearly six acres of exceptional Merlot vines. In the late 1980s several hundred vines of Cabernet were interspersed with primary merlot stocks to begin producing Merlot blends. Eventually Hopper Creek produced a well-received Cabernet Sauvignon blend, a Cabernet Franc was introduced, and in the summer of 2012 ten rows of Merlot vines were converted to Malbec.

Award-winning winemaker Barry Grushkowitz and Joseph Ferraro, Dieter Tede's son-in-law, assist with the harvesting and production of the winery's annual bulk production of premium wines. In addition to stocks of estate Merlots and Cabernet Sauvignons, the winery produces a zinfandel made from harvests purchased from the Los Chamizal Vineyard in Sonoma Valley; a chardonnay from stocks grown at the Sangiacomo Vineyard in Sonoma Valley, and a Petit Sirah from the Jonquil Vineyard in Napa Valley. Approximately one thousand two hundred cases of

Estate wines are produced annually and another seven hundred cases of wine are produced from purchased grapes for a total annual production of nearly 23,000 bottles of wine. The grapes and the wine are produced using traditional methods including cluster pressing for white grapes and hand punch downs for red varieties; a membrane press and traditional oak barrels are used to prepare the stocks for [bottling](#).

## **Songs of the Silverado: Family Life and the Bolinas community**

In the summer of 1957, Dieter Tede came through San Francisco en route to Lima, Peru (his place of residence at the time) on a stop-over visit with Marine Chartering president George Kiskaddon. He met Margery Jean Crockett ([July 18, 1932 – November 7, 2008](#)) and their friendship was immediate. After a long-distance courtship Margery agreed to travel to Berlin to ask for the Tede family's blessing on their engagement. The two were married in Chinook, Montana, on January 25, 1959. Dieter became a U.S. citizen in December 1969.

Margery was talented in the literary and [musical arts](#); she completed her master's degree in English from the University of Montana, and continued a life-long program of study at San Francisco State University, the New England Conservatory, and the Hochschule für Musik in Cologne. She engaged Hans Frölich for vocal study; she also studied with Nino Cormel and Hans Schumann of the San Francisco Opera Company. Kurt Herbert Adler, the legendary general director of the opera, began the world-renowned Merola Opera Program in 1957. Margery was accepted into the program and later debuted with the opera in her role as Suzuki in "Madame Butterfly." During her lifetime she frequently accompanied Dieter on business trips, singing with opera companies in California, New York, Europe, the Far East, and Latin America. She enjoyed chamber ensembles, summer festivals, and community light opera. She is remembered for her patronage of contemporary composers including Kirke Mechem, Gordon Getty, and Ronald McFarland. She was a personal friend and mentor of Virgil Thompson; she cherished her participation in his opera, *The Mother of Us All*, a libretto devoted to the life of Susan B. Anthony. With Charles Shere, she co-edited a series of Virgil Thompson's Bay Area correspondence under the title *Everbest Ever*. She was the president of the American Concert Association and a supporter of the Napa Valley Music Associates. It was at Margery's insistence that Dieter completed his degree in economics from San Francisco State College on June 3, 1971.

While Dieter was away, Margery devoted her time and energies to caring for their children Kirsten, Nikola, and Karl. The children became a part of the parcel of business trips and professional engagements that took the family to ports all over the world. The youngsters traveled whenever possible with their parents. Most memorable were the annual trips to Germany where the girls spent summers with their paternal grandparents, "Oma" and "Opa," and to Montana to visit with maternal relatives.

Kirsten, the eldest daughter, was born in 1959. She displayed an early aptitude for mathematics and the sciences, graduated from the University of California at Berkeley in 1982 with a degree in civil engineering, and completed her master's degree in chemistry from San Jose State

University. Nikola was born in 1961; like her sister, Nikola had an early aptitude for mathematics and the sciences and completed her medical studies at the University of California at Davis, Smith College in Massachusetts, and George Washington University in Washington, D.C., eventually settling in San Francisco (2000) as a pediatric cardiologist at California Pacific Medical Center. Karl was born in 1966. He shared his father's interests in architecture and the visual arts, and a passion for business and economics. He spent a year in Chile at Antofagasta and Valparaiso, completing a shipping internship with the Ultramar Group. Today he is an ocean transportation specialist and vice president of Marine Chartering Co., Inc., in San Francisco.

Soon after his marriage in 1959, Dieter had an opportunity to purchase a parcel of land in the town of Bolinas in Marin County, twenty-eight miles northwest of San Francisco. The land is still in the Tede family's possession; it has been a cherished weekend refuge for the family for over fifty years. Two houses were built on the property; [the first](#) was built from a pre-designed house kit, approved for Marin County construction. Dieter assembled the cabin over nine months' time. Later, a second home with [sweeping views of the Pacific](#) was built with the help of an architect; its living spaces are simply detailed in the luminous symmetry that is characteristic of Japanese home design.

Dieter and Margery Tede purchased a home in the Cow Hollow District of San Francisco's Pacific Heights suburb in 1966. Their shared love of the many attractions of the San Francisco Bay area provided ample opportunity for a rich social life for the family. The Teds were avid patrons of the performing arts and the fine arts, making, for example, contributions of time and support to major projects at the local Bolinas Museum. Dieter is a current member of the Bolinas Rod and Boat Club and the St. Francis Yacht Club. He is also a director of the Independent Institute of Oakland, a position he has held since 2006. The Institute, originally established in 1986 in San Francisco, California, is the brainchild of David A. Theroux who began an independent think tank in his home garage, creating the groundwork for a world-renowned public policy research institute. Today the Institute, with offices in Oakland, California and Washington, D.C., is a privately-funded forum for cutting-edge independent scholarship founded on conservative, libertarian principles. Tede was also a director of the Alexander von Humboldt Foundation of New York, an affiliate of the Alfred C. Toepfer Stiftung. The organization supports European talents in the fields of art, culture, and science including nature conservation and youth programs. The New York office closed its doors in 2007, the seat of the Alfred C. Toepfer Stiftung is in Hamburg, Germany. After 1998 Tede became a member of the Family Wine Makers of California, the Wine Institute, and Napa Valley Vintners, but never sought official positions in these organizations.

## Conclusion

The November 15, 2012, edition of the Huff Post Small Business report featured an article by Bryan Pearce, Americas Director for Ernst & Young LLP. Commenting on a report prepared by Ernst & Young and the Kauffman Foundation, Pearce noted that strong entrepreneurial ventures have eight key factors in common. These include an ability to move forward in the face of real or perceived risks, a great belief in the people they work with and for, an ability to rebound quickly from bad circumstances and decisions, a capacity to build teams that allow each player to focus on what they do best, a strong dedication to global markets, a strong capacity to raise capital for



key ventures, and a deep regard for the culture and traditions of the companies they create and work for.[\[19\]](#)

These key factors provide a rubric for recognizing the versatility and resilience of Dieter Tede's contributions to the expansion of the Marine Chartering enterprise, and the success of his Hopper Creek winery. During the post-World War II period many German immigrants came to America knowing that conditions in the new country could not be worse than what they left behind. In Dieter's case, in the war's aftermath his family realized the limits of opportunity available to him in early adulthood. They were also quick to recognize his interest in global trade and commerce. The family's social standing and modest financial resources were the result of an intergenerational familial culture that emphasized the value of individual enterprise. Dieter's father, mother, and grandfather were all competent in business circles with experience in local and international trade. Self-employment was a factor that enhanced the Tede family's stature both in German society and abroad.

From the outset Dieter Tede followed his instincts. He mastered his talent for foreign languages and spent time apprenticing in Hamburg, one of the great international centers of Europe. Moving to San Francisco was a calculated risk that paid off handsomely. Gifted with a passion for and an understanding of multi-cultural market exchanges, Dieter early created a niche for himself, developing shipping partnerships for tuna in Latin America and the Pacific coast region. That success complemented the goals of his lifetime business partners George Kiskaddon, Jake Nebeling, Jorgen With-Seidelin, Captain Arie Ludwig ("Vicky") Bleicher, and current president John Sylvester. One of the concluding chapters of Tede's book, *The First Forty Years*, titled "The People Who Make it Work," paid tribute to the men and women who came to Marine Chartering and stayed, playing unforgettable supporting roles in the founding of the company. Many key staff members, including founding partners Nebeling, With-Seidelin, and Bleicher, were European natives with solid professional backgrounds in ship agency and management. Siegfried ("Fred") Walz, a German native, was orphaned during the war; he and his sister found their way to the United States where he worked as an assistant to Captain Bleicher in the refrigerated cargo trades. Other employees and their family members shared a common experience as post-World War II immigrants who found in MCC a place to thrive as global citizens. In a September 3, 2012 letter to the author Tede wrote: "While it is always possible to improve, MCC prides itself on its progressive and humanistic relationship between management and staff. The ownership of the company by its employees fosters a strong atmosphere of mutual trust and support, lending great strength to our efforts in the marketplace."[\[20\]](#)

Dieter Tede also wrote: "The truth is that we responded to opportunities which came our way, in some cases a simple telephone call from a domestic or overseas party making an inquiry about potential shipping costs which we at MCC could calculate on the basis of the international freight markets and actual ship costs which we had the means to determine rather quickly through our international connections with London, Hamburg, or Oslo, and later Tokyo and Seoul, Korea." Focusing on key commodities uniquely suited for refrigerated and dry cargo transport systems, the MCC group created a tightly-coordinated global network of shipping exchanges. Today the company's prestige as a premier international ocean transportation company is founded on sixty years of experience in key services including ship brokerage, joint venturing, and vessel management.



Finally, one key indicator common to talented entrepreneurs is the ability to build a team where each individual is able to focus on what he or she does best. That value was shared by Margery Tede who, with Dieter, cared for and nurtured a family where each person was encouraged to embrace his or her multi-cultural ties and to excel in his or her talents. Moreover, Mrs. Tede was an able business partner, supportive of Dieter's Napa Valley ventures. That support included her support of using family financial reserves to provide working capital for the new venture. Today the Hopper Creek winery continues to be a family venture.

## Notes

[1] A GRT, or "gross registered ton," is a term by which a ship is measured. One GRT measures 100 cubic feet, and the measure includes all inside space of a ship, whether used for cargo, machinery, or crew accommodation.

[2] See <http://www.spekon.de/en/company.html> (accessed February 8, 2013).

[3] Jochen Bölsche, "[So muss die Hölle aussehen](#)," *Der Spiegel*, January 6, 2003, (accessed February 8, 2013).

[4] For more information on the Berlin airlift, see, for example, the collection at the [Harry S. Truman Library & Museum](#) (accessed February 8, 2013).

[5] Also cf. <http://photos.state.gov/libraries/hamburg/554091/pdf/German-American-Partnership-Hamburg.pdf> (accessed February 8, 2013).

[6] Of Kiskaddon, Dieter Tede writes "George Kiskaddon's view of the world was certainly not that of the usual businessman. The pursuit of profits was for him a matter of secondary importance. In his seafaring years he had traveled to many impoverished countries, and his experiences had instilled in him a strong sense of what social justice should be. He had firm ideas of how general conditions should be improved under free market conditions. These ideas were based on the responsibility of the strong and successful to lead by example. He was not a socialist, although he had, as an adolescent in his thirties, voraciously absorbed left-leaning literature. Profits were welcome, and they were gladly shared with those who shared in the risks of the venture. He set his own pay at a moderate level, and he cared greatly for the welfare of the staff. However, Kiskaddon was also keenly aware of the need to retain and build capital. He saw a strong purpose in building a solvent company, with ownership vested in key staff," *The First Forty Years*, 136f.

[7] [Time-chartering](#) is a standard shipping practice whereby a third-party agent hires a vessel for a particular length of time, paying the owner a fee for the use of the vessel. The agent also assumes the costs of fuel and port charges. The bill of lading is a standard legal document that clearly specifies the specific rates, rights and responsibilities of all parties engaged in a particular shipping voyage. The charterer is typically held responsible for the whole of a ship's carrying capacity to a specified port over a given length of time.

[8] Roughly equivalent to \$116 billion and \$436 billion, respectively, in 2010 USD. Unless otherwise noted, all 2010 USD values calculated by using [MeasuringWorth](#) (accessed February 8, 2013).

[9] For more information on the Port of Los Angeles, see [http://www.portoflosangeles.org/idx\\_history.asp](http://www.portoflosangeles.org/idx_history.asp) (accessed February 8, 2013).

[10] See <http://hbswk.hbs.edu/item/5026.htm>. Also see <http://onlinepubs.trb.org/onlinepubs/trnews/trnews246.pdf> (accessed February 8, 2013).

[11] See [http://www.invent.org/hall\\_of\\_fame/384.html](http://www.invent.org/hall_of_fame/384.html) (accessed February 8, 2013).

[12] For more information on reefer ships, see <http://www.crosstree.info/Documents/reefer%20vessels.pdf> (accessed February 8, 2013).

[13] Roughly \$4,800 in 2010 USD.

[14] Roughly equivalent to \$220 billion and \$1.43 trillion, respectively, in 2010 USD.

[15] Cf. <http://www.termisa.com/termisa-eng.html> (accessed February 8, 2013).

[16] Micronesia is an assembly of islands in the western Pacific Ocean that covers an area as large as the continental United States. This territory was placed as a trust under U.S. protection by the United Nations after World War II.

[17] Roughly \$167 million in 2010 USD.

[18] See <http://www.sfgate.com/crime/article/Vallejo-wine-fire-gets-arsonist-27-years-in-prison-3112595.php> (accessed February 8, 2013).

[19] Bryan Pearce, “[Defying Gravity: High-Growth Entrepreneurship in a Slow-Growth Economy](#),” *Huffington Post*, November 15, 2012 (accessed February 8, 2013). Also see <http://www.kauffman.org/newsroom/high-growth-entrepreneurs-buck-the-macroeconomic-factors-challenging-other-companies.aspx> (accessed February 8, 2013).

[20] Efforts at MCC to improve and maintain good relations between management and staff include a profit-sharing retirement plan (extended to all salaried employees, not just the top associates, after one year of service); company-sponsored tickets to the opera and the symphony; a stock ownership plan; a salary-deferral plan permitting employees to save pre-tax dollars; and a generous medical plan. See *The First Forty Years: Marine Chartering Company, Inc.*, 29.

**Legacy  
Business  
Registry**

# Application Review Sheet

*Application No.:* LBR-2017-18-034  
*Business Name:* Mission Graduates  
*Business Address:* 3040 16<sup>th</sup> Street  
*District:* District 9  
*Applicant:* Eddie Kaufman, Executive Director  
*Nomination Date:* March 5, 2018  
*Nominated By:* Supervisor Hillary Ronen

**CRITERION 1:** Has the applicant has operated in San Francisco for 30 or more years, with no break in San Francisco operations exceeding two years?       X       Yes                      No

**Headquarters:**

1661 15<sup>th</sup> Street from 1970 to 1990 (20 years)  
3040 16<sup>th</sup> Street from 1990 to Present (28 years)

**On-Site School Services:**

450 Church Street from 1986 to Present (32 years)  
1575 15th Street from 1999 to Present (19 years)  
2641 25th Street from 2011 to Present (7 years)  
522 Valencia Street from 2012 to Present (6 years)  
3125 Cesar Chavez Blvd. from 2014 to Present (4 years)

**CRITERION 2:** Has the applicant contributed to the neighborhood's history and/or the identity of a particular neighborhood or community?       X       Yes                      No

**CRITERION 3:** Is the applicant committed to maintaining the physical features or traditions that define the business, including craft, culinary, or art forms?       X       Yes                      No

**NOTES:** NA

**DELIVERY DATE TO HPC:** March 7, 2018

Richard Kurylo  
Manager, Legacy Business Program



Member, Board of Supervisors  
District 9



City and County of San Francisco

## HILLARY RONEN

March 5, 2018

Richard Kurylo, Legacy Business Program Manager  
Legacy Business Program  
San Francisco Office of Small Business  
[LegacyBusiness@sfgov.org](mailto:LegacyBusiness@sfgov.org)

Dear Mr. Kurylo:

I am writing to nominate Mission Graduates to the Legacy Business registry. This nonprofit organization began in 1970 as an initiative in its original location at the Vicar of St. John's Episcopal Church by Winston Ching. The mission of St. John's Church was to connect the church with the Mission District community, with one goal in mind: to provide programs to enrich the lives of children from lower economic income families and to break the cycles of poverty.

The new initiative was officially adopted under the name Mission Graduates in 1972, becoming a pillar of the Mission District community. Due to a series of fires at St. John's Church, Mission Graduates relocated its headquarters in 1990 to 3040 16th Street. For more than 40 years, Mission Graduates has been mentoring and preparing K-12 students through after-school, in-school and summer programs that reach over 2,100 children, youth and families each year in San Francisco's Mission District to successfully graduate high school and lead them towards a college degree. Programs include extended day curriculum at Marshall, Bryant, Flynn, and Sanchez Elementary Schools; Community Beacon at Everett Middle School; College and Career Program at O'Connell High School; the Parent Partner Program to increase the capacity of parents to support their academic success; and College Connect to support first generation college attendees and their families.

Mission Graduates truly is a vital asset of the Mission District in empowering the future leaders of our community. It is my distinct honor to nominate Mission Graduates to become part of San Francisco's Legacy Business Registry.

A handwritten signature in blue ink that reads "Hillary Ronen". The signature is fluid and cursive, with the first name "Hillary" and last name "Ronen" clearly distinguishable.

Supervisor Hillary Ronen  
San Francisco Board of Supervisors

## Section One:

### Business / Applicant Information. Provide the following information:

- The name, mailing address, and other contact information of the business;
- The name of the person who owns the business. For businesses with multiple owners, identify the person(s) with the highest ownership stake in the business;
- The name, title, and contact information of the applicant;
- The business's San Francisco Business Account Number and entity number with the Secretary of State, if applicable.

<b>NAME OF BUSINESS:</b>		
Mission Graduates		
<b>BUSINESS OWNER(S)</b> (Identify the person(s) with the highest ownership stake in the business)		
Eddie Kaufman, LCSW Executive Director		
<b>CURRENT BUSINESS ADDRESS:</b>		<b>TELEPHONE:</b>
3040 16th Street San Francisco CA 94103		((415) 864-5205
		<b>EMAIL:</b>
		eddie@missiongraduates.org
<b>WEBSITE:</b>	<b>FACEBOOK PAGE:</b>	<b>YELP PAGE</b>
www.missiongraduates.org	https://www.facebook.com/missiongrads/	https://www.yelp.com/biz/mission-graduates-san-francisco

<b>APPLICANT'S NAME</b>	
Eddie Kaufman L.C.S.W	<input type="checkbox"/> Same as Business
<b>APPLICANT'S TITLE</b>	
Executive Director	
<b>APPLICANT'S ADDRESS:</b>	<b>TELEPHONE:</b>
3040 16th Street San Francisco CA 94103	(415) 864-5205
	<b>EMAIL:</b>
	eddie@missiongraduates.org

<b>SAN FRANCISCO BUSINESS ACCOUNT NUMBER:</b>	<b>SECRETARY OF STATE ENTITY NUMBER (if applicable):</b>
0309185	C0644079

<b>OFFICIAL USE: Completed by OSB Staff</b>	
<b>NAME OF NOMINATOR:</b>	<b>DATE OF NOMINATION:</b>

## Section Two:

### Business Location(s).

List the business address of the original San Francisco location, the start date of business, and the dates of operation at the original location. Check the box indicating whether the original location of the business in San Francisco is the founding location of the business. If the business moved from its original location and has had additional addresses in San Francisco, identify all other addresses and the dates of operation at each address. For businesses with more than one location, list the additional locations in section three of the narrative.

<b>ORIGINAL SAN FRANCISCO ADDRESS:</b>	<b>ZIP CODE:</b>	<b>START DATE OF BUSINESS</b>
122 Julian/1661 15th St, San Francisco, CA 94103	94103	January 1970
<b>IS THIS LOCATION THE FOUNDING LOCATION OF THE BUSINESS?</b>	<b>DATES OF OPERATION AT THIS LOCATON</b>	
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	January 1970-January 1990	

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
3040 16th Street San Francisco CA 94103	94103	Start: January 1990 End: current

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
Marshall Elementary School 1575 15th Street SF CA	94103	Start: August 1999 End: current

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
Everett Middle School 450 Church Street SF CA	94114	Start: August 1986 End: current

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
Bryant Elementary School 2641 25th St SF CA	94110	Start: January 2011 End: Current

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
Leonard R. Flynn Elementary 3125 Cesar Chavez Blvd SF CA	94110	Start: August 2014 End: current

<b>OTHER ADDRESSES (if applicable):</b>	<b>ZIP CODE:</b>	<b>DATES OF OPERATION</b>
522 Valencia Street San Francisco CA	94103	Start: January 2012 End: current



## Section Three:

### Disclosure Statement.

#### San Francisco Taxes, Business Registration, Licenses, Labor Laws and Public Information Release.

This section is verification that all San Francisco taxes, business registration, and licenses are current and complete, and there are no current violations of San Francisco labor laws. This information will be verified and a business deemed not current in with all San Francisco taxes, business registration, and licenses, or has current violations of San Francisco labor laws, will not be eligible to apply for the Business Assistance Grant.

In addition, we are required to inform you that all information provided in the application will become subject to disclosure under the California Public Records Act.

Please read the following statements and check each to indicate that you agree with the statement. Then sign below in the space provided.

- ☒ I am authorized to submit this application on behalf of the business.
- ☒ I attest that the business is current on all of its San Francisco tax obligations.
- ☒ I attest that the business's business registration and any applicable regulatory license(s) are current.
- ☒ I attest that the Office of Labor Standards and Enforcement (OLSE) has not determined that the business is currently in violation of any of the City's labor laws, and that the business does not owe any outstanding penalties or payments ordered by the OLSE.
- ☒ I understand that documents submitted with this application may be made available to the public for inspection and copying pursuant to the California Public Records Act and San Francisco Sunshine Ordinance.
- ☒ I hereby acknowledge and authorize that all photographs and images submitted as part of the application may be used by the City without compensation.
- ☒ I understand that the Small Business Commission may revoke the placement of the business on the Registry if it finds that the business no longer qualifies, and that placement on the Registry does not entitle the business to a grant of City funds.

Eddie Kaufman LCSW February 2, 2018

Name (Print):

Date:

Signature:

## MISSION GRADUATES

### Section 4: Written Historical Narrative

#### CRITERION 1

**a. Provide a short history of the business from the date the business opened in San Francisco to the present day, including the ownership history. For businesses with multiple locations, include the history of the original location in San Francisco (including whether it was the business's founding and or headquartered location) and the opening dates and locations of all other locations.**

Mission Graduates is a nonprofit organization that increases the number of K-12 students in San Francisco's Mission District who are prepared for and complete a college education. The organization was incorporated on January 26, 1972.

Mission Graduates began in 1970 when the Vicar of St. John's Episcopal Church, Winston Ching, sought to connect the church congregation with the Mission District community. According to Vicar Ching, the goal was "to provide programs to enrich the lives of children from lower economic income families and to break the cycle of poverty and crime which they inevitably faced." As a result, the congregation opened its doors and began providing classes in photography, pottery, tutoring and after-school programming at the church location at 1661 15th Street.

Recognizing they could do more as a separate nonprofit, the organization incorporated in 1972 as St. John's Educational Threshold Center. The first Executive Director, Sylvia Yee, took the helm of the cornerstone project of the organization, the Tutoring Center (TC). The TC worked with students who were low-income, English language learners in the north Mission District.

"On the individual level, we offer the extra personal attention which is indispensable to giving students from widely varied cultural and family backgrounds the tools they need to develop their potential in education. This includes enabling students to be self-reflective and to solve problems related to their educational process. On an institutional level, we are a catalyst for change in the public schools and community agencies. We work cooperatively to create model programs; and to be an advocate for improvement in the educational system."<sup>1</sup>

Because of multiple fires in the church building where programs were originally housed, Mission Graduates eventually sought space nearby, landing at 3040 16th Street in 1990, where the organization is headquartered to this day. As the organization grew programs at school sites, they expanded office locations to provide on-site services. This included the following:

- Everett Middle School (450 Church Street) in 1996.
- Marshall Elementary School (1575 15<sup>th</sup> Street) in 1999.

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<sup>1</sup> St. John's Educational Threshold Center Statement of Purpose.

- Bryant Elementary School (2641 25th Street) in 2011.
- Leonard R. Flynn Elementary School (3125 Cesar Chavez Blvd.) in 2014.
- Sanchez Elementary School (325 Sanchez Street) in 2017.
- Thomas Edison Charter Academy (3531 22nd Street) in 2017.

In 2006, the organization reaffirmed its commitment to education and the recognition of the equity power higher education has for Latinos and immigrants by changing the organization's name to Mission Graduates. A committed Board of Directors oversees the governance of the organization and ensures that work is done to fulfill the mission.

As we outgrew the constraints of our 16th Street office, we expanded around the corner to 522 Valencia Street to house our College Connect Program.

**b. Describe any circumstances that required the business to cease operations in San Francisco for more than six months?**

St. John's Educational Threshold Center and Mission Graduates have been in continuous operations since 1970. After fires destroyed the previous location, the Tutoring Center program adapted and moved into the church nave, ensuring students had a place to go after school.

**c. Is the business a family-owned business? If so, give the generational history of the business.**

Mission Graduates is a nonprofit organization and not a family-owned business.

**d. Describe the ownership history when the business ownership is not the original owner or a family-owned business.**

Not applicable.

**e. When the current ownership is not the original owner and has owned the business for less than 30 years, the applicant will need to provide documentation of the existence of the business prior to current ownership to verify it has been in operation for 30+ years. Please use the list of supplemental documents and/or materials as a guide to help demonstrate the existence of the business prior to current ownership.**

A copy of the letter from 1972 from the Franchise Tax Board is included in the Legacy application.

**f. Note any other special features of the business location, such as, if the property associated with the business is listed on a local, state, or federal historic resources registry.**

Mission Graduates has been located in the first floor of the historic Altamont Hotel since 1996. This building is currently managed by the Mission Housing Development Corporation. The

building is one of the oldest and largest hotels in the neighborhood, having been built in the Post-1906 reconstruction period.

## **CRITERION 2**

### **a. Describe the business's contribution to the history and/or identity of the neighborhood, community or San Francisco.**

Mission Graduates has a history contributing to the rich identity of the Mission District community and culture. For almost 50 years, the organization has been known for the academic support it provides to Mission District youth and parents, including after-school programming, college messaging, tutoring for students performing below grade, and English as a Second Language classes for parents. Following are some specific projects and initiatives that demonstrate this impact.

#### Got Me a Story to Tell

Recognizing the rich immigrant diversity that existed in the Mission, and the lack of culturally relevant books for youth of color to read, Mission Graduates sought to have youth from the neighborhood share their personal histories. Through a federal grant, the organization published “Got Me a Story to Tell,” a multicultural resource book based on the stories of five students from five different backgrounds. In the mid-1970s, this was the first book of its kind, featuring shared stories directly from the perspective of young people of from an array of cultural backgrounds. It was lauded for breaking the barriers in multicultural education.

#### Mission Community Beacon

Nearly 20 years ago, the organization partnered in developing an innovative model of programming that meets more than just the academic or social needs of youth, it also creates a space for youth to develop into leaders in their community.

According to the San Francisco Beacon Initiative, the history of the Beacons began out of an intense collaboration of a large number of public and private funders, community-based organizations, schools, and communities. They came together in the 1990s to examine community school models from across the country. They were inspired by the very successful New York City Beacon programs. Beacon programs are school-based community centers serving children age six and older, and adults. Beacon youth programs are designed to help participants acquire the skills and attitudes they need to graduate from high school, succeed in their chosen career, and give back to the community. Typical programs are intended to build academic enhancement, life skills, career awareness, school to work transition, civic engagement, community building, recreational/health and fitness, and culture/art. Beacon adult programs are designed to enhance skills and promote social interaction, community engagement, and physical activity.

This group of visionary San Franciscans, which included former Executive Director Sylvia Yee, returned and began working on a program model that would include vibrant buildings open past instructional hours that would serve as hubs for enriching activities, expanding learning, and building community. They returned to San Francisco with the determination to capitalize on the underutilized value of school sites and subsequently the first Beacon Center opened in 1996 at Everett Middle School, operated by St. John's Educational Threshold Center. Over the next few years, Beacon Centers spread across San Francisco and are now in 8 priority neighborhoods.

### Urban Institute

Spanning a decade in the 1990s and early 2000s, Mission Graduates developed an inner city learning center devoted to addressing issues directly affecting the youth in the community. Named the Urban Institute, the learning center encompassed civic engagement, urban beautification, police partnerships, and community art projects. In response to the widespread gang violence that was a part of the Mission District, Mission Graduates developed the Quick Calls - Safer Street initiative. Partnering with merchants and businesses in the neighborhood, the project identified sanctuaries that youth could go when they didn't feel safe and be able to call law enforcement. This became a larger partnership with the Mission Police Department, developing joint toy drives, midnight basketball leagues, and the 16th and Mission Public Safety Task Force. The Institute also began its own neighborhood beautification efforts through Mission Graduates' Urban ArtWORKS program. Students came together, with the help of artist Gary Carlos, to create a series of amazing mosaics on the blocks that surround the Mission Graduates office at 16th and Mission.

### Kid Power Park

Students within Mission Graduates' programs surveyed the north Mission neighborhood and found liquor stores, dry cleaners, and thrift shops, but no parks. Wanting to build a park in the north Mission, the youth began a decade-long process (1995-2004) that ended up in the creation of KidPower Park on Hoff Street, the first park in the north Mission neighborhood. From signature gathering to partnering with developers and city officials to breaking ground, the youth were the driving force of the campaign. Partnering with the Recreation and Park Department's Open Space Committee, youth advocacy resulted in \$500,000 over 3 years to develop and create a safe space for kids to play. The following year, State Senator Carole Migden secured \$1.5 million from state open space funds, bringing the kids' total to \$2 million. The youth and staff tried buying a few vacant lots in the neighborhood, but couldn't compete against housing developers in the red-hot real estate market. Eyeing a parking lot on Hoff Street, the KidPower team placed another bid. The owner of the property was an immigrant himself and recognized the importance of youth having a safe place to play in an urban neighborhood. Once the competing developer learned he was competing against neighborhood kids who wanted a park, he backed out, allowing the Recreation and Park Department to purchase the property on behalf of the Mission kids. Working with Recreation and Park staff,



the kids helped design the park, held community meetings and even picked the name, KidPower Park, which was a testament to the work and influence youth can have.

### College Connect

In 2006, the organization changed its name to Mission Graduates, expanding the academic support efforts with a renewed focus on preparing students from the Mission District for college futures. With this expanded focus, Mission Graduates developed the College Connect program, a cohort-based college access and persistence program that serves students who will be the first generation in their family to go to college. Starting with nine students, the program supports primarily Latino students to attend 4-year colleges, changing forever their families and the community.

Eleven years after the program began, there were 43 college alumni, 109 students in college, and 51 high school students. Over 88% of College Connect students are still persisting in college or have received their college degree, four times the state average of 23% for Latino students. The program has had great success in ensuring that finances are not a barrier to a college education. The current 22 college freshman raised \$449,473 in scholarships, averaging over \$20,000 per student, and the college students raised over \$3.8 million towards college.

#### **b. Is the business (or has been) associated with significant events in the neighborhood, the city, or the business industry?**

Mission Graduates has made a physical imprint on the community, working tirelessly to create KidPower Park on Hoff Street, and creating safe and beautiful spaces in the north Mission through mosaic projects still seen today.

#### **c. Has the business ever been referenced in an historical context? Such as in a business trade publication, media, or historical documents?**

Because of Mission Graduate's long history and impact in the Mission and San Francisco, the organization's work has been featured on television and in newspapers, magazines, academic journals, and other media. These include the San Francisco Examiner, the San Francisco Chronicle, El Tecolote, Mission Local, Univision, Telemundo, NBC Bay Area. A sampling of older coverage will accompany this application and more recent mentions can be found here: <http://www.missiongraduates.org/news/press/>.

#### **d. Is the business associated with a significant or historical person?**

Mission Graduates is not associated with a historical figure.

#### **e. How does the business demonstrate its commitment to the community?**

Mission Graduates demonstrates its commitment to the community through its many programs, including the following:

- Extended Day Programs at five Mission elementary schools that provide year-round academic support, literacy development, and enrichment programming to over 900 children ages 5-12.
- The Mission Community Beacon is a hub of after-school programming and services for 570 Mission youth and their families, creating a seamless alignment with the school day at Everett Middle School and providing individualized academic interventions, enrichment, and athletics to develop the whole student.
- College Connect supports 178 youth, who are the first-generation in their family to go to college, to prepare for, apply, and enter college and continues that support through to graduation and career preparation.
- The College and Career Center at John O'Connell High School infuses college awareness, college access, and career path exploration into the vocational school community, preparing over 500 students and their families for a path to college and career.
- Parent Partner program increases the academic success and college prospects of Mission youth by nurturing a strong culture of parent engagement, with over 1,200 parents across 14 Mission schools, empowering parents to be active partners in their child's educational journey.

**f. Provide a description of the community the business serves.**

Mission Graduates serves low-income and immigrant students and families in the Mission District and Excelsior neighborhoods. The Mission District is the heart of the Latino community in San Francisco, and Mission Graduates supports this community through programming at bilingual pathway elementary and middle schools. A majority of the staff are bi-lingual and bi-cultural, creating connections in the community that go beyond program hours.

**g. Is the business associated with a culturally significant building/structure/site/object/interior?**

Mission Graduates originated in the gothic-style St. John's Episcopal Church and still is connected to this site, with the current office location around the corner at 3040 16<sup>th</sup> Street in the historic Altamont Hotel.

**h. How would the community be diminished if the business were to be sold, relocated, shut down, etc.?**

Mission Graduates serves 3,100 students and parents each year. Without the after-school and college access program, many students would not receive the essential support they need to be the first in their family to attend college or university. Mission Graduates also provides adult education to families wanting a better life for their families in the form of technology and English instruction. This creates a community within our school sites, and encourages families

to participate in larger systems in our school district and city. Without the ability to meet with and assist families here in the north Mission, Mission Graduates would not be able to encourage students along the path to college.

### **CRITERION 3**

#### **a. Describe the business and the essential features that define its character.**

Mission Graduates is a nonprofit organization that increases the number of K-12 students in San Francisco's Mission District who are prepared for and complete a college education.

Incorporated in 1972, Mission Graduates clarified its commitment to getting more youth from the Mission District into college as a means to achieve economic equity and strengthen the fabric of the community. Mission Graduates works to fulfill its mission through a wide range of K-12 after-school, in-school, and summer programs emphasizing college as a means to achieve economic equity that reach over 3,100 low-income children, youth, and families from San Francisco's Mission District each year. College education as an expectation and goal for every child is a theme woven throughout all of Mission Graduates' programs that serve low-income youth and families from the Mission District.

Mission Graduates programs are designed to accomplish the following:

1. Create a college-going culture: This refers to nurturing the attitudes, beliefs, values and behaviors that support an expectation that a young person will attend college.
2. Create college capital: This refers to the resources available to a student and family that support the college dream. It includes academic skills, financial position, social supports and a healthy mind and body.

#### **b. How does the business demonstrate a commitment to maintaining the historical traditions that define the business, and which of these traditions should not be changed in order to retain the businesses historical character? (e.g., business model, goods and services, craft, culinary, or art forms)**

Each year, Mission Graduates celebrates our students' journeys on the way to a college degree – through a youth-led march through the Mission District, and a graduation ceremony. March to College brings together students kindergarten through senior year of high school, to showcase to their community that they are committed to achieve the college dream. This "protest" march ends with a college resource fair for Mission families.

Mi Pasaje is our annual graduation ceremony held at St. John's Episcopal Church, which celebrates our high school and college graduates. It is important to come together as a community, celebrate accomplishments, and encourage students as they move onto the next phase in education and career.

**c. How has the business demonstrated a commitment to maintaining the special physical features that define the business? Describe any special exterior and interior physical characteristics of the space occupied by the business (e.g. signage, murals, architectural details, neon signs, etc.).**

Through the Urban artWORKS program, students focused on beautification of their community, through murals and mosaics that continue to decorate the streets today. Students laid the sidewalk in front of 3090 16<sup>th</sup> Street, created mosaics hung on the exterior walls of buildings on Julian and Hoff Streets, and worked with BART to design the mosaics adorning the elevator shaft at 16th and Mission.

Since 2017, Mission Graduates have designed the office storefront to better share the organization's stories, engage Mission District residents in the work of the organization, and help the community identify the office as a hub of services. Each quarter, posters featured in storefront are replaced, highlighting a different program or community call to action.

**d. When the current ownership is not the original owner and has owned the business for less than 30years; the applicant will need to provide documentation that demonstrates the current owner has maintained the physical features or traditions that define the business, including craft, culinary, or art forms. Please use the list of supplemental documents and/or materials as a guide to help demonstrate the existence of the business prior to current ownership.**

Documentation is included in the Legacy application.

## LIST OF DOCUMENTS

- Pictures of original building of St. John's Educational Threshold Center and current pictures of Mission Graduates office.
- St. John's Educational Threshold Center – initial 501(c)(3) determination letter from 1972.
- Got Me a Story to Tell – multicultural book published by Mission Graduates (as its previous name of St. John's Educational Threshold Center).
- Creating a College Going Culture for Latino Student – book that includes Mission Graduates' Parent Partner Program and the organization's Believing the College Dream Curriculum.
- Certificate of Honor for Kid Power Park from the City and County of San Francisco, September 18, 2004.
- Press Coverage:
  - "Homework and Beyond." *SF Bay Guardian* (SF, CA), Dec 30, 1992.
  - Wagner, Venise. "Shining a Beacon on community needs." *San Francisco Examiner* (SF, CA), April 21, 1996.
  - Marine, Craig. "San Francisco's inner-city children yearn for peace." *San Francisco Examiner* (SF, CA), May 12, 1999.
  - "Stanford Gets Street Smart." *The New York Times* (NY, NY), January 9, 1996.
  - Moore, Teresa. "Building a Dream." *San Francisco Chronicle* (SF, CA), January 25, 1997.
  - Goldberg, Leslie. "Mission Kids Build Own Safety Net." *San Francisco Examiner* (SF, CA), April 15, 1997.
  - Isaacs, Matt. "Youth Making clean sweep in the Mission." *San Francisco Independent* (SF, CA), July 14, 1998.
  - Isaacs, Matt. "Merchants Work to Clean up 16<sup>th</sup> Street." *San Francisco Independent* (SF, CA), June 23, 1998.
  - "The Clean Team is Back," *New Mission News* (SF, CA), July, 1999.
  - Dougan, Michael. "A Park grows in the City: Budget Approved for Space Conceived by Kids," *San Francisco Examiner* (SF, CA), July 9, 1999.
  - Rubenstein, Steve. "Purseverance," *San Francisco Chronicle* (SF, CA), July 10, 1999.
  - Jones, Carolyn. "Kid Power Park wins 'Beautiful' Prize," *San Francisco Chronicle* (SF, CA), October 21, 2005.
  - Newlin, Ethel Siegel. "Mission Toy Giveaway," *San Francisco Police Officer's Association Journal* (SF, CA) Vol 36, No. 2.
  - Newlin, Ethel Siegel. "Mission Clean Team," *San Francisco Police Officer's Association Journal* (SF, CA) Vol 37, No. 2.
  - Fiore, Kyle. "Marshall School Youngsters Speak at 16<sup>th</sup> Street BART Plaza," *San Francisco Chronicle*, November 2005.
  - Tucker, Jill. "Mission schoolkids urge grownups to set a good example," *San Francisco Chronicle*, October 13, 2006.
  - Chavez, Lola. "Elementary Students March for College Awareness," *Mission Local*, May 13, 2016, <https://missionlocal.org/>.



- *"In Silicon Valley's Shadow, A Mission to Get Latino's to College"* NBC News <https://www.nbcnews.com/news/latino/silicon-valleys-shadow-mission-get-latinos-college-n112996>, May 30, 2014.

#### **Spanish Language Documents Not Included in the Legacy Business Registry Application**

- Press Coverage:
  - Nilsson, Ann-Chatrin, "Creando un sitio seguro para los niños," *El Tecolote* (SF, CA), Jan 12-25, 2006.
  - Data, Juan. "Una gran mission: ir a la universidad," *El Mensajero*, (SF, CA) September 14-20, 2008.
  - Gomez, Matthew. "Agencia allana camino hacia la Universidad para jóvenes," *El Tecolote* (SF, CA), September 9-22, 2009.

#### **Other Documents Not Included in the Legacy Business Registry Application**

- Press Coverage:
  - Gonzalez, Sandra. "Mission children walk for college," *El Tecolote* (SF, CA), Jan 12-25, 2008.
  - Smith, Heather. In Class: Mission Graduates on Sex Ed and College," *Mission Local*, March 22, 2011, <https://missionlocal.org/>.

57 John's Study Center - 1964



122 Julian Street









# From the Mission District to...



County Contact Subjects and their City/County Numbers are listed below. All subjects have a contact and reporting frequency of 10 minutes.

County	City	Subject	City/County Number
Marin	Belvedere	Belvedere	101
	Belvedere	Belvedere	102
	Belvedere	Belvedere	103
	Belvedere	Belvedere	104
Contra Costa	Contra Costa	Contra Costa	201
	Contra Costa	Contra Costa	202
	Contra Costa	Contra Costa	203
	Contra Costa	Contra Costa	204
Alameda	Alameda	Alameda	301
	Alameda	Alameda	302
	Alameda	Alameda	303
	Alameda	Alameda	304
San Francisco	San Francisco	San Francisco	401
	San Francisco	San Francisco	402
	San Francisco	San Francisco	403
	San Francisco	San Francisco	404

Map of the Mission District and its surrounding areas. The map shows the Mission District in the center, with surrounding areas like the Marina and the Financial District. The map is color-coded in shades of green and yellow, with white stars indicating specific locations.

mission graduates



"I think I want to go to college to become a doctor or nurse so I can help people."

For more information, visit us online at [www.missiongraduates.org](http://www.missiongraduates.org)

More Mission youth on the path to college - learn how at [www.missiongraduates.org/learnmore](http://www.missiongraduates.org/learnmore)

 Food Thought 2016

WEDNESDAY, OCTOBER 19, 2016

20 Mission District restaurants  
25% of the proceeds  
1 mission:  
Send Mission youth to college

Don't miss it! Participating restaurants on  
October 18th and 19th at our  
Special Food & Culture event will feature  
Mission youth on the path to college

Find all the delicious details at  
[www.missiongraduates.org/foodthought](http://www.missiongraduates.org/foodthought)

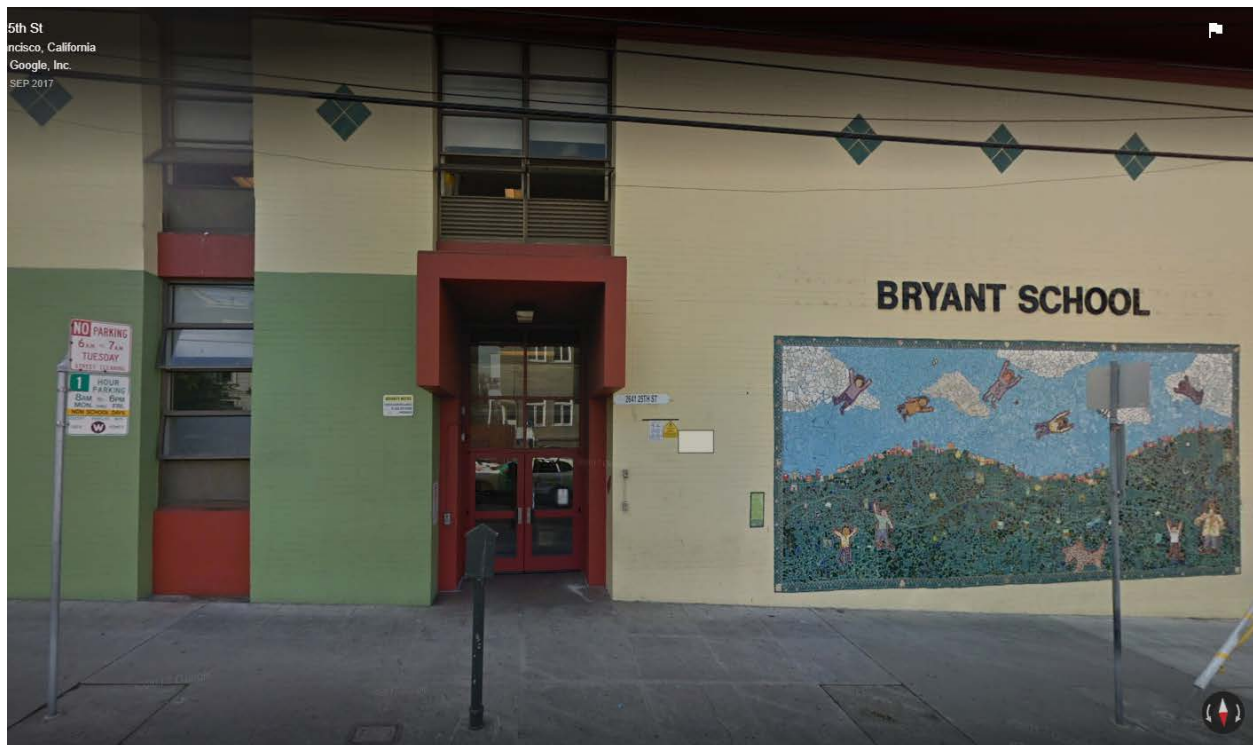
Cesar Chavez Blvd







Marshall Elementary 1575 15<sup>th</sup> St.



Bryant Elementary 2641 26<sup>th</sup> St



Flynn Elementary 3125 Cesar Chavez

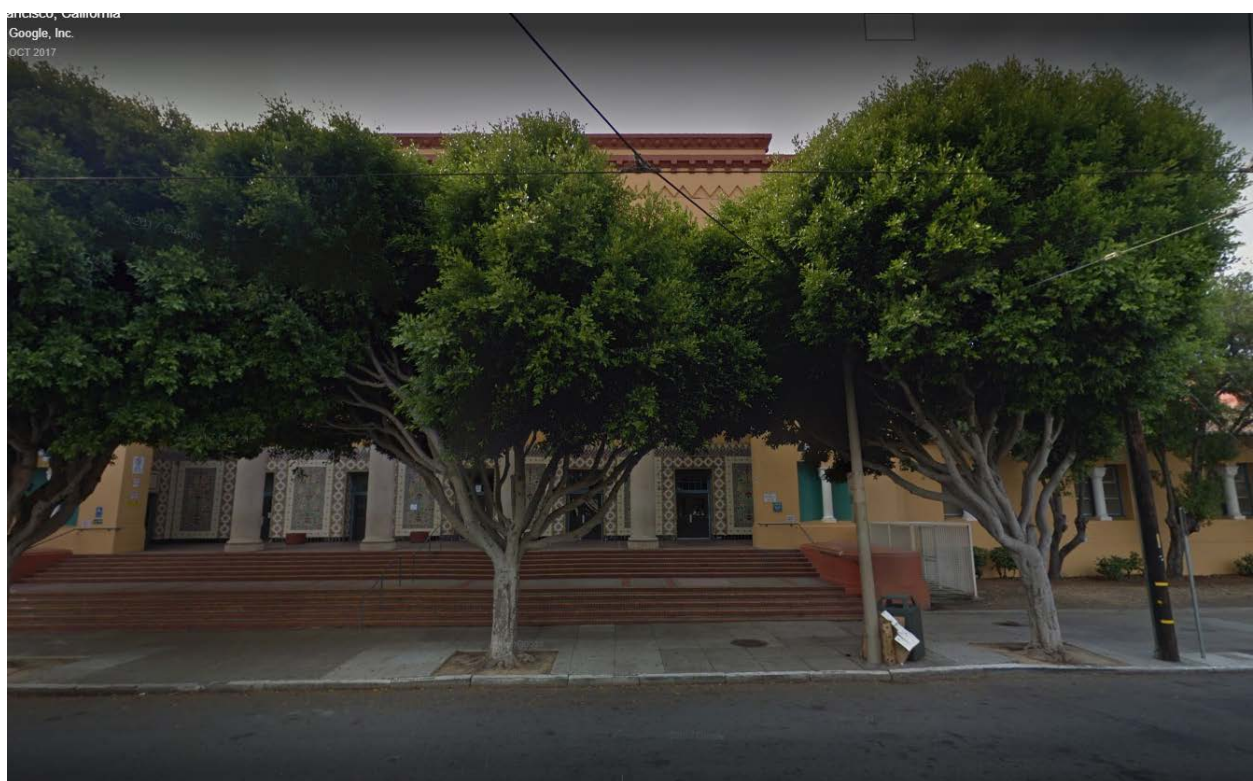


Sanchez Elementary 325 Sanchez St.



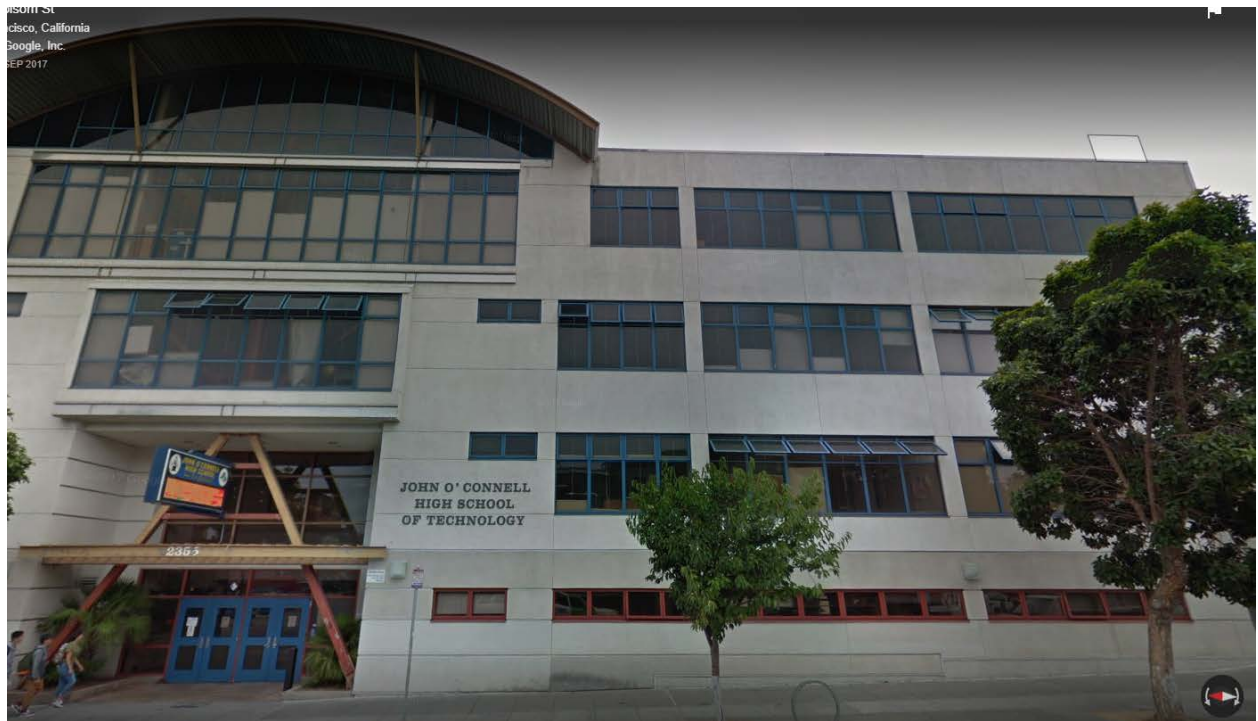


Thomas Edison Charter Academy 3531 22<sup>nd</sup> Street

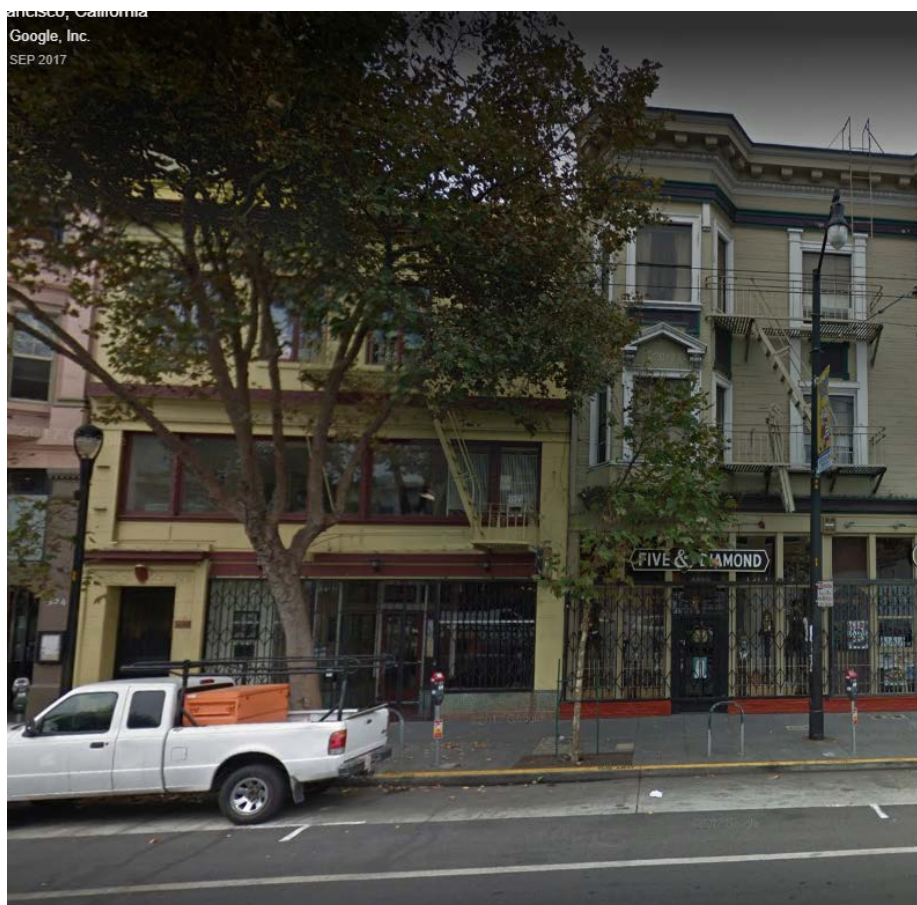


Everett Middle School 450 Church St.





John O'Connell High School 2355 Folsom St.



College Connect Office 522 Valencia St.



FRANCHISE TAX BOARD

SACRAMENTO, CALIFORNIA 95837

January 26, 1972

In reply refer to  
L:JCS:ch

St. John's Educational Thresholds Center  
1661 - 15th Street  
San Francisco, California

Purpose: Charitable and Educational  
Report Required: Return  
Form of Organization: Corporation  
Accounting Period Ending: December 31  
Private Foundation: No

Gentlemen:

Based on the information submitted and provided your present operations continue unchanged or conform to those proposed in your application, you are exempt from State franchise or income tax under Section 23701d, Revenue and Taxation Code. Any change in operation, character or purpose of the organization must be reported immediately to this office so that we may determine the effect on your exempt status. Any change of name or address also must be reported.

You are required to file an annual information return, report or statement, as indicated above, on or before the 15th day of the 5th month after the close of your accounting period.

State franchise or income tax returns are not required unless you have income subject to the unrelated business income tax under Section 23731 of the Code. If you have such income, Form 109 must be filed annually by the 15th day of the 3rd month following the close of your accounting period.

Contributions made to you are deductible by donors as provided by Sections 17214, 17215, 17216 and 24357 of the Code.

Organizations incorporating and foreign corporations qualifying to do business in California have 30 days to complete incorporation or qualifying. This approval will expire unless incorporation or qualification is completed within 30 days.

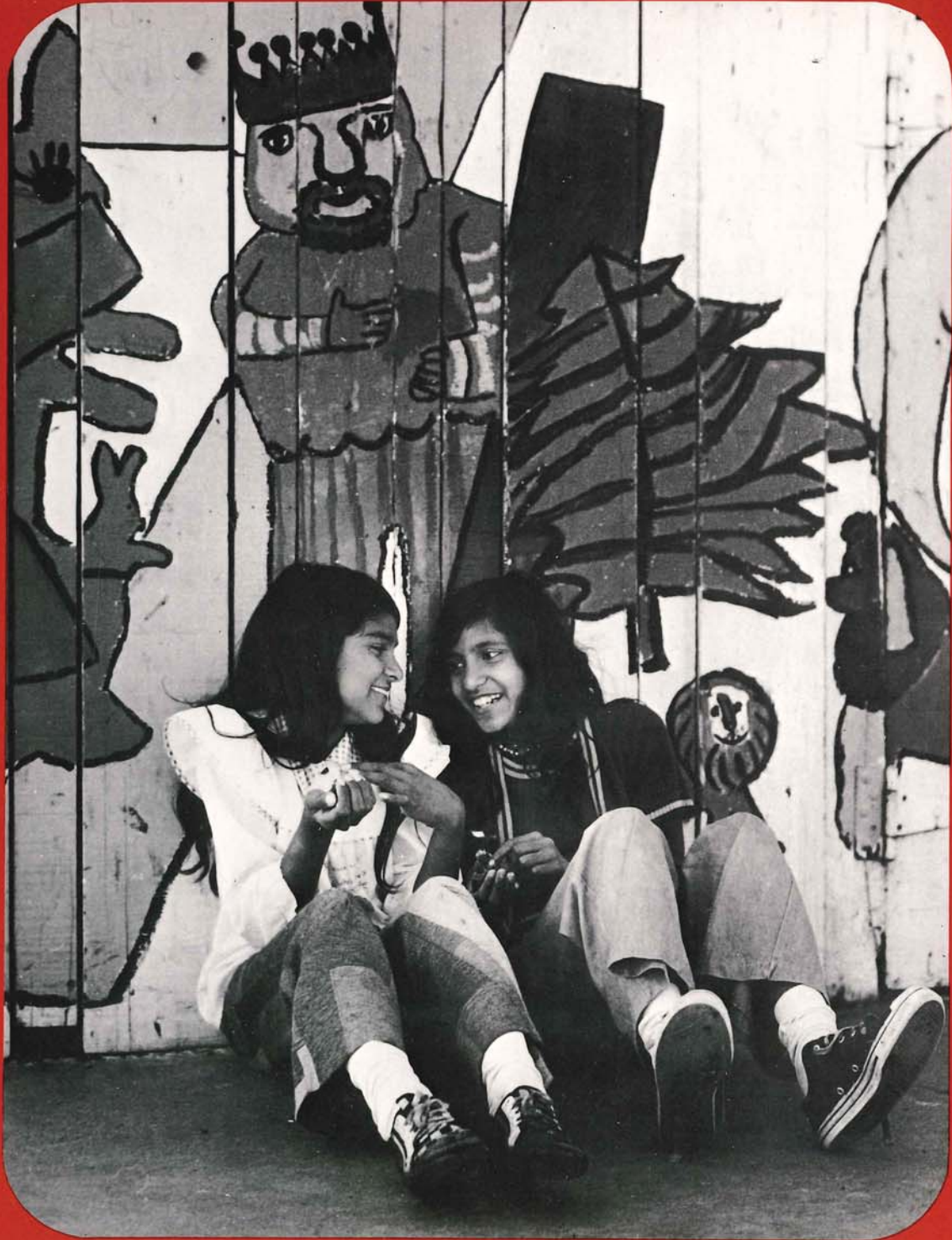
Exemption from federal income or other taxes and other state taxes requires separate applications.

Very truly yours,

*James C. Stewart*  
James C. Stewart  
Counsel

☒ cc: Secretary of State (Corp)  
cc: Registrar of Charitable Trusts

# Got Me a Story to Tell



a multi-ethnic book:  
five children tell about their lives

*Creating a*  
**College Culture**  
*for*  
**Latino Students**  
*Successful Programs, Practices, and Strategies*



**Concha Delgado Gaitan**







*The City and County of San Francisco*

# *Certificate of Honor*

*Presented To*

**Kid Power Park**

**September 18, 2004**

*Whereas*, on behalf of the City and County of San Francisco, I am pleased to recognize and honor St. John's Educational Thresholds Center for their tireless work and commitment to the creation of Kid Power Park and their commitment to the Mission. Best wishes and good luck in your future endeavors!



*THEREFORE, I have hereunto set my hand and caused the Seal of the City and County of San Francisco to be affixed.*

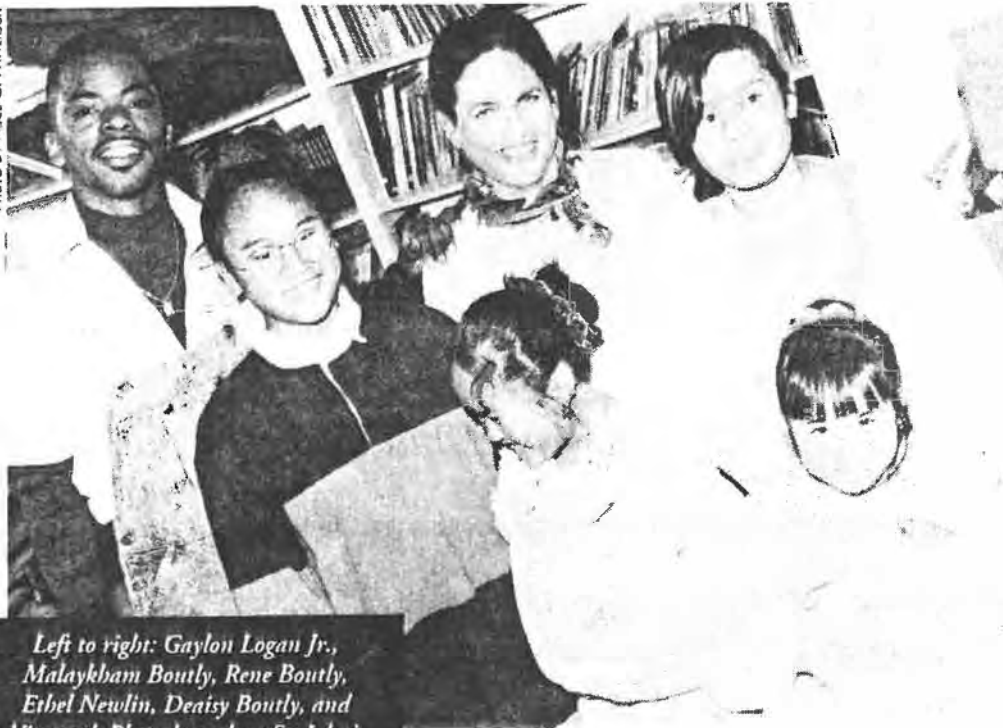
A handwritten signature in black ink, appearing to read "Gavin Newsom".

Gavin Newsom  
Mayor



# HOMework And Beyond

PHOTO BY ALICE G. PATTERSON



Left to right: Gaylon Logan Jr., Malaykham Boutly, Rene Boutly, Ethel Newlin, Deaisy Boutly, and Viravanh Phonalavanh at St. John's Educational Thresholds Center.

*Volunteer tutors help inner-city kids —  
and learn a lot in the process*

together on homework assignments the students and tutors often develop friendships that go far beyond arithmetic and grammar.

Over the phone, Ethel Newlin, the director, explains that most of her students are elementary and middle-school students, mostly Latino, Southeast Asian, and African American.

"The main purpose of this program," she says, "is to help kids stay in school, graduate, and become productive citizens." The volunteers — from all different backgrounds, "college, high school, middle school, working, retired" — are recruited "through outreach, listing with the volunteer and community center, any way we can, basically." She invites me to come to St. John's Church any afternoon Monday through Thursday, when the tutoring sessions meet.

Entering the sanctuary at St. John's, I see clusters of tutors and students, some seated right in the church pews, others at tables and desks, hunched over school text-

books and notebooks. Although I am interrupting, I approach one pair and start asking questions.

Carol, a musician, says she started tutoring at St. John's three years ago because "I did poorly in school and I wanted to give someone the help I never got. I like the fact that I'm doing something and seeing the results. Plus it can be fun."

She meets with her student twice a week; it's important, she says, to be consistent. "It can be a positive influence [for the student] to

have someone to meet with on a regular basis. You may be the only stable, nonauthoritarian relationship in a child's life, so you need to be there regularly."

At the next table, tutor Julie Goodnough, a dancer and a student at San Francisco's New College of California, says she started tutoring at St. John's only recently, "to learn to work with kids at the elementary level." But the program, she says, is "not just about academics; it's another home." Working here has given her an idea for sharing her training in modern dance, ballet, and creative dance with these students — she's thinking about starting a dance program at St. John's.

Later I meet Joseph Savage, an actor with Intersection Theater, who's already made a similar move. Starting as a volunteer in the homework tutorial program, he went from there to initiating a theater group, "Fresh Kids," at St. John's.

"I've been doing this for two years now," Savage says. "It's an outlet for your nurturing and creative side. There's also a lot of fulfillment with it — I feel a sort of responsibility as far as changing the world. Rather than just sitting back, I'm being a part of the solution."

*It's an outlet  
for your nurturing  
and creative side.*

*There's also  
fulfillment —  
I feel  
responsibility  
as far as  
changing the world.'*

**JOSEPH SAVAGE**  
Tutor at St. John's  
Educational  
Thresholds Center

## HOMEWORK IN CHURCH

St. John's Educational Thresholds Center in the Mission District is more specifically focused on helping kids with the work they're doing in school — but through working

CONTINUED ON PAGE 10



Malaykham Boutly, a 6th grade student who comes to St. John's Educational Thresholds Center for Tutoring.

## HOMEWORK FROM PAGE 5

### NOT ALONE IN THIS

Perhaps the most compelling testimony I hear for the program comes not from the tutors, but from Denise, a single mother whose son Sean has been coming to the St. John's homework tutorial program for two years.

She tells me Sean was always in the gifted program in elementary school, but started getting poor grades once he entered junior high. St. John's, however, has made all the difference in the world, she says, and Sean's tutor, Jay, has done more than help raise Sean's grades: "Sean's best friend is his tutor," Denise says. "He admires him. He's like a big brother."

Jay, she says, has been able to help out with some of the problems that started to crop up as Sean grew older: "There comes a time when kids begin to know more than you do. The things that I don't understand, [Jay] does."

These things may be difficult homework assignments or brochures on high schools. Jay was familiar with local high schools, so he played an important role in helping Sean and Denise choose a school.

Denise says Jay's involvement has helped her learn some things as well. Jay has taken it on himself to attend Sean's school's open house; that encouraged Denise to stay closer to Sean's teachers and administrators. "To have someone not even related to my son take such an interest in him, it keeps me on my toes," she says. "Now I make it a point to go to all Sean's school functions and to just be available at all times. I don't feel like I'm alone in this. He gives me an extra boost."

"Jay has been a very important part of our lives in the past year and a half." ●

## YOU CAN DO IT TOO

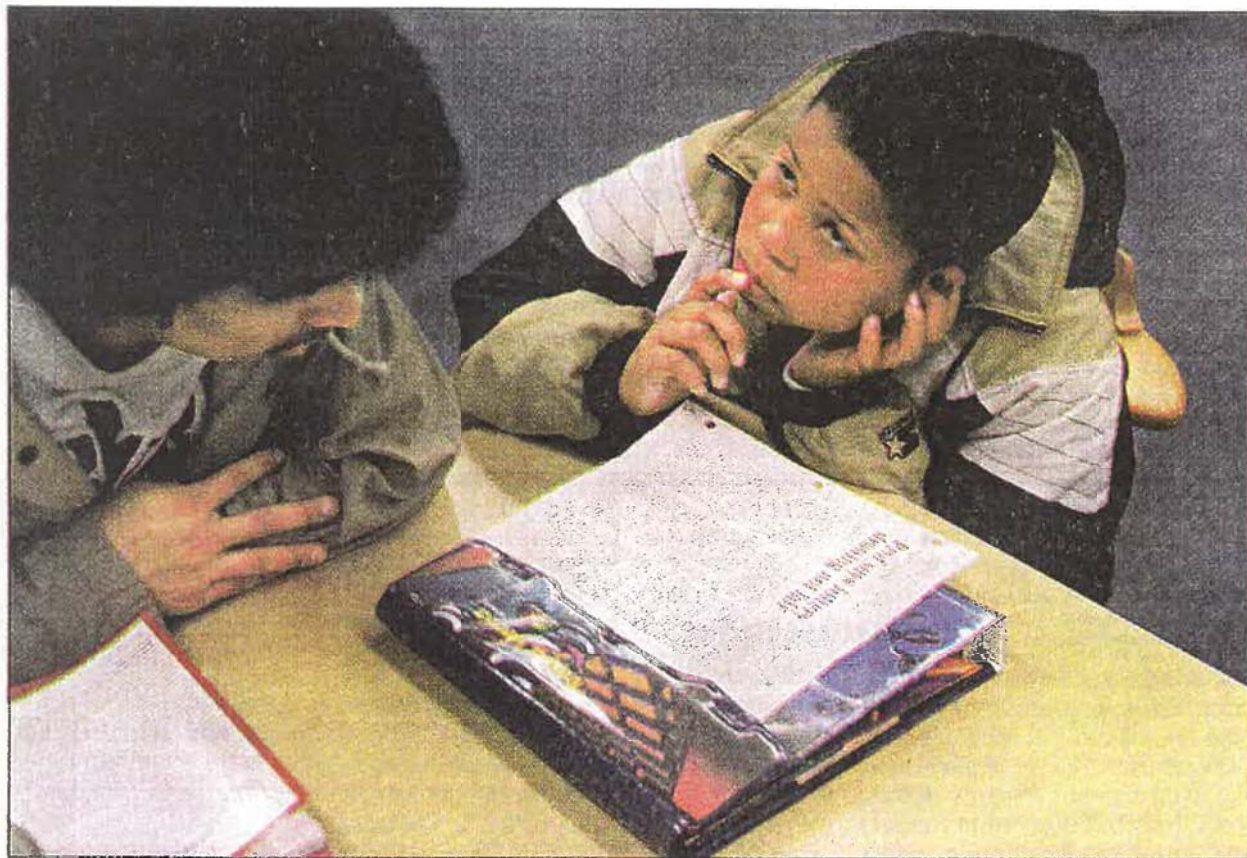
*If you're interested in making a difference to a child by tutoring on a volunteer basis, the following is a partial list of programs in the San Francisco area to help get you started.*

**Back on Track:** 1399 McAllister, SF. (415) 285-7785.  
**Cameron House:** 920 Sacramento, SF. (415) 781-0408.  
**Central YMCA:** 220 Golden Gate Avenue, SF. (415) 885-0460.  
**CES (Chinese Educational Services):** 777 Stockton #108, SF. (415) 982-0617.  
**Chinatown North Beach YMCA:** 965 Clay, SF. (415) 397-6883.  
**City College/Chinatown, North Beach Campus:** 940 Filbert, SF. (415) 561-1853.  
**Ella Hill Hutch Community Center:** 1050 McAllister, SF. (415) 921-7553.  
**Good Samaritan Tutorial Program:** 952 Elizabeth, SF. (415) 647-5037.  
**Jones Methodist:** 1975 Post, SF. (415) 921-7553.  
**Mission Reading Clinic:** 2701 Folsom, SF. (415) 282-3800.  
**OMI Pilgrim Community:** 446 Randolph, SF. (415) 568-8020.  
**Refugee Transitions:** 942 Market, Rm. 705, SF. (415) 989-2151.  
**SF School Volunteers:** 65 Battery, SF. (415) 274-0250.  
**St. John's Tutoring Center:** 1661 15th St., SF. (415) 864-5205.



**Centers offer one-stop shopping for social support for families**

## Shining a Beacon on community needs



EXAMINER/CHRISTINA KOCI HERNANDEZ

**Mission High student Scientific King Sha, left, tutors Clarence Morrison as part of a program already in place at Everett Middle School.**

**M**R. JAMES BYRON Detweiler sat behind the office desk, back straight, eyes attentive, eager to serve the next person who walked through the door.

"Hi. Can I help you or be of service to you?" he asked a visitor to the Community Bridges Beacon Center at Everett Middle School in the Mission.

Detweiler, a 12-year-old seventh-grader at the school, landed this receptionist-in-training job through a program called BOSS — Beacon Office Student Servers. He answers phones in a professional manner: "Can you please hold?" or "Let me see if she's in."

"I'm so happy I got this job," he said with the enthusiasm of spring. "I like doing this stuff. I like to

By **Venise Wagner**  
OF THE EXAMINER STAFF

have a lot of pressure. I know this is going to help me grow up."

BOSS is one of several programs centered around a new approach to social service that experts say will change the way San Francisco's youth get support and the way neighborhoods work.

In a partnership among San Francisco Unified School District, the Mayor's Office of Children, Youth and Their Families and local private foundations, students and parents will have access to services such as student and adult job training, parenting workshops, sports clinics and health care at schools.

Designated as beacon centers, the schools will serve as one-stop shops of social support, making it easier

[See BEACON, B-5]



## ◆ BEACON from B-1

## Schools have new role in community

and more convenient for families to get the help they need.

San Francisco's project is the first on the West Coast.

While San Francisco Unified will provide the buildings, space and technical assistance, private foundations already have committed about \$600,000. And the Mayor's Office of Children, Youth and Their Families has as much as \$6.6 million available for youth development programs, including beacons.

Neighborhood groups interested in forming a beacon center can apply to the mayor's office by May 17. City Hall will announce its decision for funding in June.

### Four to six centers?

The City might have four to six new beacon centers in the next two years, at an annual cost of about \$300,000 each.

The Mission District Beacon Council — a coalition of churches, schools, parents, students and local agencies, including lead agency St. John's Educational Threshold Center — jumped at the chance to make Everett a beacon center.

Although some programs already have begun, the council will officially kick off its beacon center — the first in town — on Thursday from 5:30 to 8:30 p.m. at the school on Church and 16th streets. Visitation Valley is scheduled to start its beacon program in early summer at Visitation Valley Middle School.

As a beacon, Everett will be open from 8:30 a.m. to 9 p.m. weekdays and one Saturday a month from 9 a.m. to 6 p.m.

Programs now include BOSS student job-training and tutoring. By May there will also be sports and dance clubs, job training for adults, a support group for kids whose parents are separated or divorced, and academic enrichment activities.

Students from Mission High, Everett Middle, Sanchez Elementary and other nearby schools, as well as community members and parents, chose and designed the

programs. As the beacon evolves, they will continue to have a say.

"There's been a whole lot of listening," said Lissa Matross, whose daughter Mica is in eighth grade at Everett. "It's not just a program that was thrown at people."

Richard Murphy, New York's former youth commissioner who formed the first beacon center in the country in 1992, said the benefits go beyond programs.

"Beacons are a process for rebuilding our neighborhoods and bringing back a sense of community," he said. "A lot of what's in a beacon is not new. It's returning to what a community used to be. It becomes the village green."

Murphy, director of the New York-based nonprofit Center for Youth Development, likens it to settlement houses at the turn of the century or the plazas in South America through which people and life pass.

### Community sites

New York's 40 beacon schools have been used for weddings, band practice, health services, community meetings, dance lessons and sports.

Ten other cities — including Boston, Bridgeport, Conn., and Little Rock, Ark. — are developing beacon projects.

"On one level it's getting government to work smarter," said Sylvia Yee, senior program officer at the Evelyn and Walter Haas Jr. Fund, one of the private foundations behind the project. "It's using underutilized facilities and schools on evenings, during vacations. It's creating a community center, a safe place for kids and adults."

Linda Asato, director of intergovernmental affairs for the school district, said the centers are part of a larger movement to shift the emphasis for youth from crisis intervention to prevention.

"Just because youth don't have problems doesn't mean they are prepared," Asato said. "They need to be encouraged and supported to meet challenges in life."

For Everett sixth-grader Clarence Morrison and Mission High junior Scientific King Sha, the beacon offers a chance to share and

learn from each other.

Sha is Morrison's tutor. When they started working together in February, Morrison mostly asked Sha for help with homework. But after a few weeks, Morrison began seeking advice about girls.

Did it help?

"No," said an embarrassed Morrison.

Sha will get a total of \$150 for his twice-weekly sessions with Morrison through May — not to mention the experience and an item for his resume. But it's not just about that, Sha said.

"When I was in middle school I never had a tutor," he said. If he had, he wouldn't have skipped so much school as a freshman, said Sha, reflecting on his early years at Mission High.

"When I heard about (the beacon tutoring) I wanted to give back to the community to someone younger than me," he said. "This keeps them here learning instead of out somewhere else in trouble."

Even James Detweiler feels as if the BOSS program will give him a chance to prove how responsible he can be. He already plans to own a restaurant and become a chef — but in the immediate future his goal is improving his grades.

"In some classes I'm doing OK. But in a couple of other ones I'm getting a D," he said. "But this quarter I'ma try to do better."

### Involving parents

The centers are also an attempt to bring parents into school life. Educators and child advocates say that parents cut off because they work during the day or because of language differences will have more opportunities to connect through the beacons.

Alfredo Vergara, of Coleman Advocates for Children and Youth, predicted that the 7-to-3 school day will soon be a thing of the past.

"We're talking about year-round, 24-hour-a-day services," he said. "A beacon center first is school-based, and the school in my mind is the only common denominator left in communities. There is no one in the community who is excluded from the public school."



# Education Life

Section 4A/January 7, 1996

## Stanford Gets Street Smart

**T**he subject was urban planning, and the professors — for a day, anyway — were six inner-city middle school students who recently taught a class at Stanford University.

The three boys and three girls from San Francisco's North Mission neighborhood had plenty to teach the Stanford students enrolled in Prof. Milbrey McLaughlin's fall semester course on Urban Youth and Their Institutions. Last summer, the youngsters conducted a neighborhood assessment — collecting data and making a detailed map — and successfully lobbied the city for a new park. They did the work through a pro-

gram run by St. John's Educational Thresholds, a community youth center.

"They did an absolutely fabulous job of mapping the neighborhood," said Professor McLaughlin, who asked the mapping team to teach a segment on neighborhood assessment in November after hearing about their work. "They just blew my students away."

That didn't surprise Kyle Fiore, the youth center's director, who said the goal is "to have people realize that kids are not a problem to be solved but people who are incredibly wise about

*Continued on Page 11*

*Continued From Page 8*

what they need."

The young urban planners are already booked for a February lecture to be delivered to city

youth workers. And Professor McLaughlin, an expert on city youth and the author of the book "Urban Sanctuaries," said that "if I teach the course again, I'll absolutely use them." D.S.



# BAY AREA

## AND CALIFORNIA



PHOTOS BY MICHAEL MACOR/THE CHRONICLE

Kids involved in the park planning process fashioned a model of what their playland will look like. Top of the list: A pool, swings, monkey bars

## BUILDING A DREAM

### Gutsy Mission District kids talk S.F. into financing a park

By Teresa Moore  
Chronicle Staff Writer

Lorena, Sarout, Picharanna and Kim peruse their North Mission neighborhood with the shrewd eyes of shoppers looking for a good buy. But these girls, ages 11 to 17, aren't looking for the fattest burritos or the cheapest jeans. They have something big in mind. Real big. Real estate.

The four, along with nine other young people, all students at Everett Middle School or Mission High School, decided that their neighborhood had plenty of cafes and liquor stores and auto body shops but what it really needed was a kid-friendly park.

After two years of mapping and planning and lobbying, they persuaded the Recreation and Park Department's Open Space Committee to grant them \$200,000 to buy an unused lot and another \$200,000 to outfit their park.

The students came up with the project through St. John's Educational Threshold Center's Urban Institute, a program at Everett Middle School that teaches students to become responsible and involved citizens. During a summer workshop in 1995 with San Francisco Planning and Urban Research, they mapped the 20 blocks bordered by Church Street and South Van Ness Avenue and Duboce and 17th streets.

"We looked at what was located on every block and then we brainstormed on what we need in our neighborhood," said Linda Gamino, 13, an eighth-grader at Everett Middle School.

The group decided that kids in the North Mission need a good alternative to playing in Dolores Park or in the streets.

"Dolores is a bad park," said Sarout Long, a 17-year-old sophomore at Mission High and a staff member at St. John's. "It's in front of our school. People sell drugs there. Kids cut classes to go



Kim Gov,  
Picharanna  
Long and  
Sarout Long  
scouted sites

there."

Ashley Nulph, 13, chimed in, "A lot of my friends aren't allowed to go there."

Sarout's little sister, Picharanna, is a soft-spoken 11-year-old who graciously answers to "Peach." Since they are not allowed to play in Dolores Park, she and her friends make the best of the sidewalks. "We see people fighting when we ride our bikes," she said. "We run home when they fight."

The girls had their eye on an Valencia Street lot that is a pumpkin patch in the fall and a Christmas tree lot in December. But since the owner won't sell, they are considering another space that is occupied by a defunct funeral parlor.

Susan Tatje, an adult St. John's staff member who has been working with the park team, said

**PARK:** Page A21 Col. 5



# PARK: Kids Realize a Dream

From Page A19

they hope to purchase a lot within the next six months.

"It could be five years before the park is completed, and some of these young people might be grown and gone, so this is really a generous effort on their part to make the neighborhood better for all youth," Tatje said.

The girls envision a safe oasis where they could play without having to worry about drug dealers or gangs. Walking from St. John's at 16th and Mission toward the Long sisters' home on Woodward, a side street near 14th and Valencia, the girls talk about the importance of color-coding one's outfits in the Mission. Hobbling along in high-heeled azure satin sneakers, Ashley tells Lorena Deanda, her classmate at Everett, that she always keeps a white sweatshirt in her school locker in case she slips and wears a color claimed by one of the gangs in the area.

"Red and blue are dangerous," Lorena said. "Green is iffy. Yellow and purple and white and black are OK."

Sarout, the second oldest of seven siblings, estimates that between 30 and 40 children live in the row houses that line narrow Woodward Street. According to census data from Public Research Institute, there are actually 241 minors living in the two blocks bordering Woodward.

"We have a lot of kids on Woodward who have no place to play, and it's dangerous," Sarout said. "They say that Woodward is the worst street. For us, we're not afraid of it because we grew there."

At the mouth of the shady alley is a parking lot surrounded by a chain link fence. Picharanna points out the little shrines to dead neighbors that hang in the fence links — a wooden cross, little religious emblems and mementos.

"Someone was shot here last year," she said in a bright tone as if she were pointing out some happi-

er landmark.

Picharanna was one of the kids who appealed for funds at the Recreation and Park Department meetings. She lists the things she'd like to see in their park: "A merry-go-round. Some grass. Mostly, kids want a swimming pool."

Ashley said, "We thought about tire swings and a climber with

*'It could be five years before the park is completed, and some of these young people might be grown and gone'*

— SUSAN TATJE,  
ST. JOHN'S STAFF

rings — monkey bars! A little garden area in the shade with a bench for kids to sit and talk and think and stuff."

At this point, anything seems possible. Their wish list grows grander: slides, basketball and tennis courts, a little gazebo.

Picharanna remembers the least glamorous, most essential element of a good park: "A bathroom."

Everybody laughs.

**More Bay Area News**  
SEE PAGE C1, C8

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## MISSION KIDS BUILD OWN SAFETY NET

**Quick Call  
 Merchants  
 Agree to  
 Help in  
 Danger**

PHOTO BY  
 JOHN STOREY / EXAMINER

Girls from St. John's Tutorial Center talked Mission merchants into posting pink Quick Call signs showing they'll give emergency help. Outside Forest Books are, from left, Nancy Eik, Lisa Eik, Mary Khan, Peehneka Long, Rathtana Long (in checks), Rothyda Long (in pink jacket) and Jennifer Eik.

By Leslie Goldberg of the Examiner Staff

At age 13, Lorena Deanda's biggest concern is not whether she'll get an "A" in history or if her parents will allow her to wear lipstick -- her worry is that she might get shot in San Francisco's Mission District where she lives and goes to school.

"My biggest fear is that I'll get accidentally caught in gang crossfire," she said.

Deanda is one of the young people who gathered at a 16th Street youth center recently to talk about a program designed to help them feel safer in the gang-ridden neighborhood.

Quick Call, created in 1993 by St. John's Educational Thresholds Center, has convinced 40 Mission District merchants to place bright, pink signs in their windows, indicating that any child feeling threatened by something on the street can come in the store and use the phone to call the police or a family member. This year, seven more new businesses have signed on.

"We have been looking for creative ways to make the Mission District safer for children," said Kyle Fiore, director of St. John's Center.

Quick Call was started after a young girl told teachers at the center that she had been grabbed by a man on Woodward Street between 14th and 15th streets.

"The children came to us," said Ethel Newlin, program coordinator for the center. "They wanted to know what they could do to feel safer."

Much of the work of putting together Quick Call has been done by the young people themselves. They've gone door-to-door, enlisting merchants' support. This year, they've created a booklet as a guide for youngsters in other neighborhoods who might want to create their own Quick Call.

### *Making the Mission Safer*

Since the first assault four years ago, a handful of children have had to utilize Quick Call to get help.

"Two years ago, a man tried to take the purse of a young girl at 15th and Mission," said Fiore. "It had \$10 in it, so she didn't want to give it up. She started yelling and her sister heard it and ran into a Quick Call merchant. The police were there in an instant."

Recently the Mission District has been the scene of several gang shootings. Neighborhood activist Seth Gray was killed in a drive-by shooting in February just a block from the tutorial center, unnerving both the staff and the youngsters. This month, another bystander was killed in a drive-by at 20th and Lexington streets....

"Children are our best selves," said Forest Books owner Gregory Wood. "If we can't all get together to take care of our children, we can't take care of anything."

"We want these children to understand that there are adults here to help," he said. "We don't want them to feel isolated."

Article continued on p. A-10. For full copy, please call SJETC at (415) 864-5205.



# THE NEIGHBORHOOD

MISSION/BAYVIEW/SOUTH EDITION

TUESDAY, JULY 14, 1998

## Youths making clean sweep in the Mission

Scofflaws flee when brooms hit the street



PHOTO: PIA TORELLI

**TEAMWORK:** Martina Moeya and Benedict Almacén handle the clean-up work on Julian Avenue in the Mission District.

By Matt Isaacs  
NEIGHBORHOOD REPORTER

After a decade of battling filth and crime in their area and seeing scant, if any, improvement, the merchants on 16th Street in the Mission District decided last month it was time to put up or shut up.

In June, they agreed to put up the money and hire neighborhood youths to clean the streets. The merchants figured it would cost \$10,000 to hire 12 kids for the summer. By the end of the month, they had pooled enough to fund their plan.

Now, with the help of the Mission Police Station and St. John's

Educational Thresholds Center, a dozen kids between the ages of 12 and 14 years old, called the "Clean Team," have begun scouring the streets in the Mission District. Equipped with yellow t-shirts, gloves, and brooms, the teens earn \$100 a week for 20 hours of work.

Like worker bees, they buzz through the neighborhood in two groups, each party led by two police officers. And wherever the yellow t-shirts go, scofflaws that have plagued the area move elsewhere.

"They start running when they see us," said Michael Lowe, a 14-year-old with a sense of humor. Lowe says the worst part of the

job is the incessant compliments the team receives from shopkeepers and people living on the streets. "The homeless people like us because we're cleaning up their mess," he said.

In recent years, city workers had blasted the pavement daily with power hoses and police had increased their presence but street debris, pimps, and drug dealers had continued to take a toll on the local businesses, driving shoppers away to other areas in the Mission District. Sixteenth Street merchants count on the new clean-up plan to pay off for the neighborhood as it is already paying off for the youths.

### First job for most

The program, which began last week, is the first job for most of the young people and many said they were the only ones working

among their friends.

"If I weren't doing this, I would be sitting at home, watching TV," said Martina Moeya, a 14-year-old from the neighborhood. Moeya said she wanted to participate in the program to help improve her community. Others said they were doing it for the cash.

Payday was last Friday, and many planned to go shopping on Saturday for clothes, music, and other personal items. Virginia Vargas, a seventh grader at Luther Burbank Middle School said she might even go shopping immediately after she got her check on Friday. Only Jason Lincoln, a 14-year-old on his way to Gateway High School, said he would save his money.

"I'm going to save it for whatever comes up," he said.

Officer Troy Peele helps lead the troops around the neighbor-

hood, covering the blocks from South Van Ness to Valencia streets, between 16th and 17th streets. The groups, he said, made a thorough sweep of the district, stopping by many of the shops to see if the merchants might require special assignments. Often, he said, the shopkeepers give the kids ice cream or sodas.

He said he is confident all the kids will make it through the program. He said the girls are especially dedicated, while the boys at times can be flighty.

"It's an hour-by-hour thing," Peele said. "One hour a guy might be thinking about his paycheck and start pushing a broom extra hard. The next hour, he might be thinking, 'Gee, this sun feels good,' and forget what he's doing. But these are great kids, and I don't think they'll ever forget this experience."



# THE NEIGHBORHOOD

MISSION/BAYVIEW/SOUTH EDITION

TUESDAY, JUNE 23, 1998

## Merchants work to clean up 16th Street

Teens seen by locals as the key to improving the area

By Matt Isaacs  
NEIGHBORHOOD REPORTER

The merchants along the 16th Street corridor are no strangers to adversity.

For the last 10 years, they have struggled to draw tourists to a neighborhood the San Francisco Police Department calls the "devil's quadrant" — not an easy task, especially when business owners have had to clear store entryways of vomit, urine, and hypodermic needles every day.

The years have taken their toll: the merchants have lost the battle against filth, the street debris has slowly begun to accumulate, and tourists have wandered to more appealing pastures in the Mission District.

Not all hope is lost for merchants, though. The precinct has a secret weapon, a vast untapped resource: teenagers on summer vacation.

Last Wednesday, more than 30 merchants met with representatives from the Police Department and St. John's Educational Thresholds Center to discuss a new approach to cleaning up the area. Out of that meeting came a plan to give jobs to 12 of the neighborhood's best and brightest youths. The teenagers, who might have trouble finding jobs elsewhere, would work under a police officer, picking up trash and helping to monitor the streets.

### More cops not the answer

Captain Greg Suhr of the Mission Station proposed the idea to the merchants, describing the plan as a way to "change the climate of

the neighborhood."

Suhr says law enforcement cannot rid the neighborhood of its blight without help. Even a recent grant giving the department four new officers to patrol the quarter won't come close to what the area needs, he said.

"No matter how many police officers we throw at that area, it will never be enough," Suhr said. "We could be making five narcotic arrests down there every day, and it wouldn't solve the problem."

Change, he said, must come from the bottom up, beginning with a cleaner environment and more participation from the locals with an investment in the community.

### Teens part of the solution

Change can also come, Suhr said, from the neighborhood's youth, who are often good kids with too much time on their hands. Without the structure of school, teenagers often cause the most trouble in the area, he said. By offering them an outlet for that wild energy, the neighborhood could see something productive come out of what might have led to mischief, he said.

Suhr said he had a list of some of the best students in the district. Each teen would work 20 hours a week for \$5 an hour, beginning July 1 through the end of summer.

What's the catch? The local merchants would have to come up with \$10,000, which would cover the salaries of the kids plus the supervising officer's overtime pay. "You can count me in for \$1,000," Janice Belen, owner of the City Club bar, said at the merchant gathering. "I'm desperate. I'll stand on my head to see some improvement here."

Belen's fellow merchants, mostly small-business owners, appeared to agree with her. Suhr said he would contact the large businesses in the area such as

See **MERCHANTS**, page 29



**BRAINSTORMING:** (From left) Ethel Newlin of St. John's Educational Threshold Center and Captain Greg Suhr of the SFPD spoke to 16th Street merchants at last week's meeting.

PHOTO: RORY McNAMARA

PAGE 29

## MERCHANTS: Ideas

continued from page 25

Wells Fargo, Burger King, McDonald's, and Walgreens to see if they would also be willing to kick in for the program.

Ethel Newlin of St. John's Educational Threshold Center, a private, nonprofit community agency, also played a lead role at the meeting. She said kids have more to offer than pep and a willingness to work for low wages. Kids, in a unique way, command respect.

"I've seen all kinds of things go down here, but almost everybody will go and do their business someplace else when kids are around. I've seen a woman pull a needle out of her arm and move down the street because kids were right there," Newlin said.

### Merchants decide

Once Suhr and Newlin made the proposal, they left the meeting to allow the merchants to decide what to do next.

"If this is going to work, the merchants have to make it their own," Newlin said.

By the end of the meeting, the merchants had taken steps to adopt the plan, at least for the summer. They elected officers for the new coalition and decided that \$10,000, split between 20 businesses, is a small price to pay for such an experiment.

"We'll see if it works," said newly elected coalition officer, Nabi Baitsaeed, owner of the City Blend Cafe. "If it doesn't, we'll seek the help of a higher power."





## The Clean Team is back

The Clean Team in training.

By Ethel Siegel Newlin

The Summer of 1998 saw the beginning of what promises to be a Mission District tradition, *The Clean Team*. Captain Greg Suhr, on behalf of Mission Police Station, and this writer, on behalf of St. John's Educational Thresholds Center (SJETC), created this unique project that brought youth, cops and merchants together.

In response to merchant's requests for help on improving the quality of life along the 16th Street and Mission Street corridors, and youths' need for summer employment, the Clean Team gave everyone an opportunity to become an equal partner in the effort to improve the neighborhood.

Merchants were asked to contribute to a fund to hire a dozen kids to clean the streets twenty hours per week. Mission Station committed uniformed officers to act as the Team's supervisors on the streets, which in effect gave the merchants the front beat officers.

offered staff time to coordinate the project and the Department of Public Works (DPW) provided the necessary equipment and supplies. DPW also dedicated a "Green Machine" to clean the project area daily for the six weeks the Clean Team was in operation.

The primary goal of the Clean Team was, and is, to build good relations between youth, police and local businesses. Cleaner streets and beat cops are a bonus. The project's past success has led to the employment of sixty youth that will be working in five separate teams this year, with each team operating in a different part of the Mission District. A grant from San Francisco Beautiful gives the project funds to match the contributions of the merchants and will cover subcontracting services with Sunrise Sidewalk Cleaners for a monthly steam cleaning in each of the team areas.

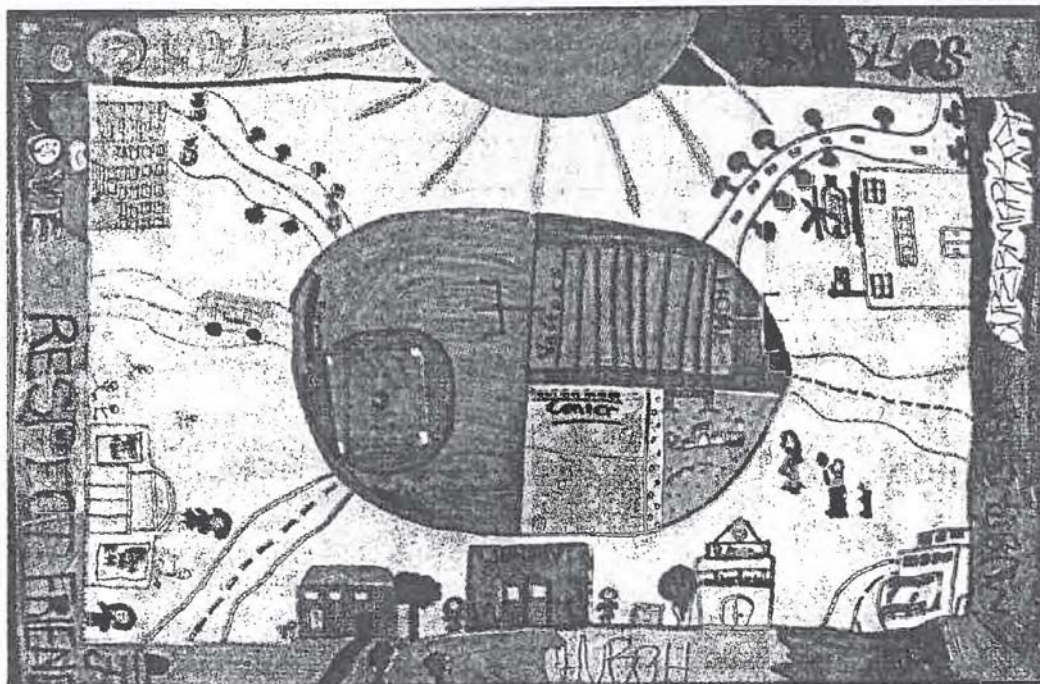
For more information about the Clean Team, or to make a donation to the fund, you may contact Ethel Newlin at (415) 864-5205 or Capt. Suhr at (415) 398-1234.



# A park grows in The City



EXAMINER PHOTOS BY KATY RADDATZ



Phineas Suafai, top right, and Elizabeth Perez work on a North Mission District park project at an art class at Everett Middle School. Students sketched their wish list, above, for recreation, greenery and open space.

## Budget approved for space conceived by Mission kids

By Michael Dougan  
OF THE EXAMINER STAFF

Five years ago, a group of middle school students began surveying their neighborhood block by block, lot by lot. What they discovered — there in the impoverished North Mission District — wasn't for them.

"They found a lot of liquor

stores and bars, they found restaurants, they found clothing stores for adults," recalled Oscar Wolters-Duran, head of St. John's Education Thresholds Center, which sponsored the students' research.

"And they found a lot of scary things," he said. "There was drug dealing. There was litter. There was graffiti. They didn't really feel safe playing on the street. But one

thing that they didn't find in the whole neighborhood was an open space or a park."

The students, attending a summer school program run by St. John's, had been studying urban planning. Their mandate was to create a project that would contribute to their community. And their

[ See PARK, A-14 ]

San Francisco Examiner

Friday afternoon  
JULY 9, 1999  
LATE SPORTS  
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TWENTY-FIVE CENTS  
NEWSTAND PRICE





EXAMINER/KATY RADDATZ

Clockwise from right are Luis Hernandez, Teri Purcell, Rothana San and Phineas Suafai at Everett Middle School.

◆ **PARK from A-1**

## Kids help plan park for the Mission

answer was to launch a campaign to create a park in one of San Francisco's most densely populated residential areas.

When Gov. Davis signed a new state budget into law June 29, their work — and that of classes that followed — was rewarded. At the behest of Assemblywoman Carol Migden, D-San Francisco, the budget included \$1.1 million for the North Mission's first park. Combined with \$500,000 allocated over the years by the San Francisco Recreation and Park Department, the money is now in hand to start shopping for parkland.

"The kids have been incredible," said Deborah Learner, parks planner for The City. "They have been very persevering."

The lesson was clear to Sarout Long, a 14-year-old in the original group that conducted the survey. A recent graduate of Mission High School, Long still participates in St. John's summer school program as a teacher's aide.

"Never give up. I think that's the key," she said. "We learned that even though we were young, we can make a really small thing become a really big thing. I guess we always have to stay on task if we want to achieve something really big in our future."

Back in 1975, the city parks department had identified the North Mission as a high-need area for a park, said Wolters-Duran.

"It is sort of set apart," he said. "It has a high density of nonprofit family housing, a public housing site (Valencia Gardens) and a lot of senior housing. It is a center of low-income housing for The City."

And, he said, it contains some 5,000 residents.

The nearest patch of public grass is Dolores Park, and kids "know the park is owned by certain groups" — meaning gangs — said Luis Hernandez, 17, a peer leader in St. John's summer school program this year.

For that reason, the students — who came up with their own park design, aided by an intern from the Trust for Public Lands — "made it as hard as possible for gangs to hang out there," said Phineas Suafai, 15, also a peer leader. "They made it colorful and nice. There's no place the gang could come in and make their own territory."

The youngsters decided a park should have "a couple of trees for shade and a grassy area for the parents, a basketball court, a place to walk your dog, a jungle gym and football fields," Suafai said.

The plan, he said, proves that "if you give kids a chance to do something, they can really do a good job on it. It's not just only grown-ups who can plan things real good. Kids like to sit down and talk seriously about things for a while."

In turn, said St. John's development director Susan Tatje, the kids have learned that "their ideas are taken seriously. They themselves can be a part of making a change in their community."

Especially in the North Mission

where, said Tatje, "kids get a bad rap. ... They want some respect. Most kids aren't in gangs. They just want fun stuff to do."

Like playing in a park. But it will be a while. The daunting task of finding and purchasing suitable land lies ahead.

"One of the places we've gotten stuck is just the amount of gentrification and rising property values in the neighborhood," said Wolters-Duran.

He said one spot considered prime is currently occupied by new cars, stored by a local dealership.

"That seems to be the most suitable space, but there are some other spots," he said. "We're going to really put community pressure to make the park happen as soon as possible because parks can take 10 years to build in The City."

Learner said having the money in hand to make a purchase has made the parks department "very optimistic. What's important is that the public support is very profound and it's enduring."

Beyond finding a suitable spot with a willing seller, park purchasers must conduct tests for toxics — perhaps followed by a cleanup — and bring the community into the planning process, she added.

That means an actual park — with grass, trees and recreational areas — might appear somewhere in the North Mission within one to three years, said Learner.

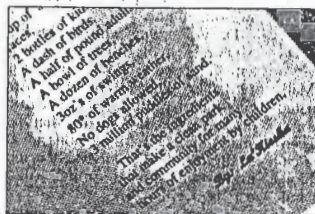
Suafai, for one, is eager to see it. "I just want to go down there and see what it's going to turn out to be," he said. "Maybe I can take my little sister down there."



**BAY AREA FOCUS**

*"Now that the money  
 is finally here, we can  
 actually buy something..."*

OSCAR WOLTERS-DURAN  
 St. John's Educational Thresholds Center



# PURSEVERANCE



Photos by BRANT WARD / The Chronicle

A poem by La'Kiesha Lomax, top, cited her ingredients for a perfect park. Above and from left, Phineas Suafai, Marcella Azucar and Giovanni Perez celebrated the awarding of a \$1.1 million state grant for a new park in the Mission District.

## Years of work by Mission District kids pays off with \$1.1 million grant for neighborhood park

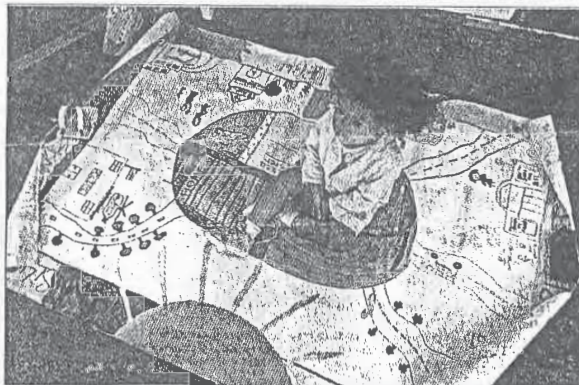
By Steve Rubenstein  
 CHRONICLE STAFF WRITER

**T**wo hundred Mission District kids finally got themselves listened to and, even better, they got a check for \$1.1 million.

That's what the California legislature has finally agreed to cough up toward a new park in the Mission. Four years of letter writing, petition passing and poster painting have finally paid off.

"I'm surprised we got it, because we're kids," said Phineas Suafai, 15. "They don't usually listen to kids. They don't think we're serious about anything."

In 1995, the summer school students at St. John's Educational Thresholds Center began cooking up the idea for a safe, friendly park as part of an urban planning class. Most of them were afraid to set foot in troubled Dolores Park, and



Jada Miller, nearly 3, wandered onto a poster made by children depicting the perfect neighborhood. The poster was part of a project to help kids design a new park.



# Diligent Kids Get Grant

## ► PARK

From Page A15

they still are.

"My mom won't let me go to Dolores Park," said Marcella Azucar, 12. "There's too many gangs and drug dealers. If you're wearing the wrong colors, you could get jumped."

Letters they wrote, lots of letters. Up and down the blocks they walked, armed with petitions. During the Carnival parades they manned tables. This summer, they wrote poems and plastered them on trash cans.

A few months ago, a dozen kids took their case and their letters and their pictures to the San Francisco Recreation and Parks Commission meeting.

The other day, the money came through. The new state budget officially designated \$1.1 million for the North Mission Park Proposal. Another \$500,000 has been set aside by the city's park commission. That means the community can finally start shopping for a park site.

The news was especially delightful for Natalie Tercero, director of the summer school program at Everett Middle School that has helped students continue the park campaign.

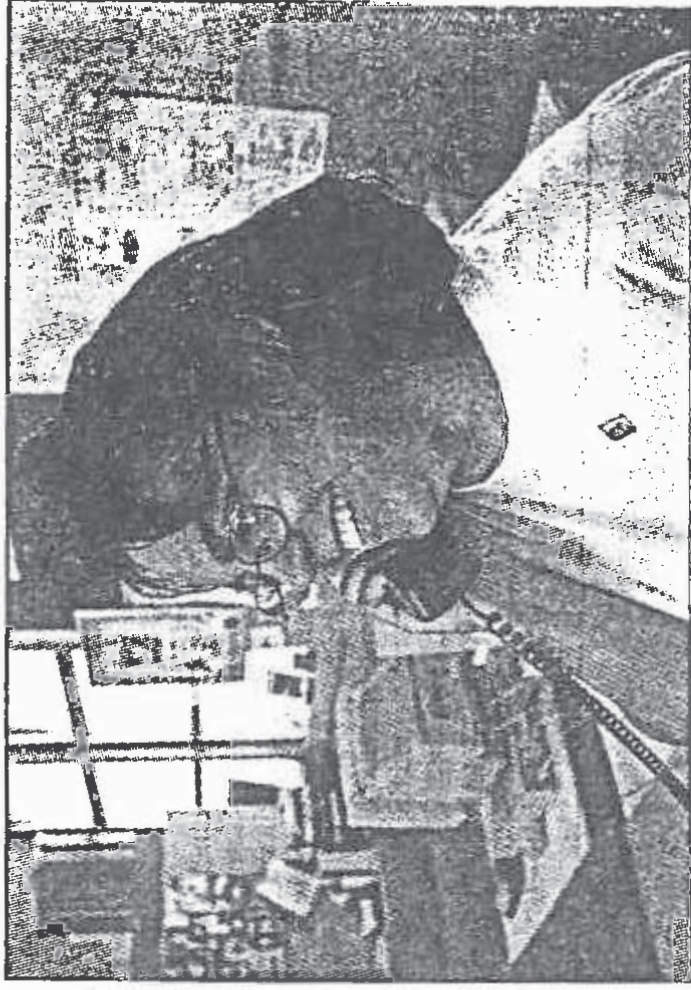
For years, the students have been gazing with big eyes at likely spots for their park. There's the car dealer's storage lot, or the old mortuary, or the back half of the senior center.

Later this year, the kids hope to sit down with city park planners and pick one out.

"Now that the money is finally here, we can actually buy something instead of talking about it," said Oscar Wolters-Duran, who is in charge of the project for the center. "It's a huge breakthrough. We're ready to start making offers."

Then will come environmental studies, blueprints, negotiations, meetings and a lot of other things that aren't as much fun as swinging on a swing.

Nothing has been decided. Giovanni Perez, 12, said the new park should have a water slide and no dogs. But when a pal said that he had a dog, Giovanni changed his



BRANT WARD / The Chronicle

A delighted Natalie Tercero, director of the summer school program at Everett Middle School, smiled as she told a friend about the grant.

mind and said dogs would be OK, and that they could even go on the water slide, even though Marcella said she thought the water slide was silly.

"We still have some planning to do," Marcella said.

Opening day for the park is still years away, and years take longer for kids than they do for grownups.

But the kids of St. John's are sticking with it. This week, they're creating more pictures and trash can poems.

"I know it's not going to be built right away," Phineas said, who has been writing letters for three years. "But that's OK. We get to leave it for other people to enjoy. It's not just for us. Maybe it's for our children."



# SAN FRANCISCO

## MISSION DISTRICT

# Kid Power Park wins 'Beautiful' prize

16th Street playground represents decade of effort by dedicated young people

By Carolyn Jones

CHRONICLE STAFF WRITER

It doesn't happen very often, but they pulled it off in the Mission: They un-paved a parking lot and put in a paradise.

Kid Power Park, on the site of a former parking lot, is an oasis of greenery, art and elegance amid the grit of the 16th and Mission area.

The popular new park is one of eight developments to win a Beautification Award from the San Francisco Beautiful foundation. Winners were honored at a dinner last week.

"We're so proud of this park. We think it's gorgeous, and we're thrilled that everyone else thinks it's gorgeous, too," said Ethel Siegel Newlin, program liaison at St. John's Educational Thresholds Center on 16th Street.

Kid Power Park is remarkable for its wrought-iron decorative fences, arches festooned with flowers, new play equipment, community garden, tile mosaics and babbling fountain.

But it's also unique because it was created entirely by children in the neighborhood.

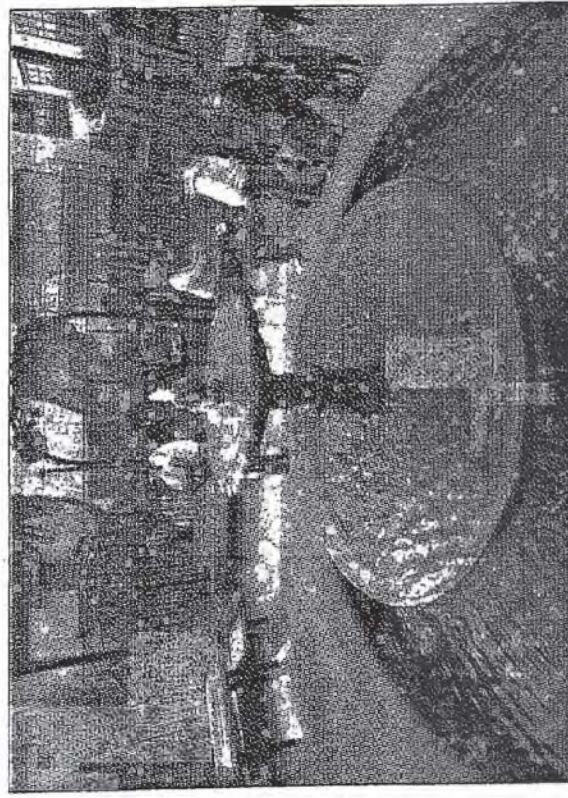
Ten years ago, elementary and middle school children in one of

Newlin's programs surveyed the neighborhood and found liquor stores, dry cleaners and thrift shops, but no parks. The nearest one was at 19th and Valencia.

So they went to the Recreation and Park Department's Open Space Committee to plead their case, and won \$200,000. The next year they did the same thing, and won another \$200,000. The third year they won \$100,000. The following year, State Sen. Carole Migden secured \$1.5 million from state open space funds, bringing the kids' total to \$2 million.

They tried buying a few vacant lots in the neighborhood, but couldn't compete against housing developers in the red-hot real estate market. They had the same problem when they bid on the

► **BEAUTIFUL:** Page F5



MICHAEL MACOR/The Chronicle

**A fountain** provides a centerpiece at Kid Power Park on Hoff Street between 16th and 17th streets. Neighborhood children led the effort to raise funds and get the park built.





MICHAEL MACOR / The Chronicle

**Children enjoy** a giant climbing dome at the new Kid Power Park on Hoff Street between 16th and 17th streets in the Mission District.

## Zoo center, Stern Grove also honored

### ► BEAUTIFUL

From Page F1

parking lot on Hoff Street — until the developer learned he was competing against neighborhood kids who wanted a park.

The developer backed out, allowing the Recreation and Park Department to purchase the property on behalf of the Mission kids. Working with Recreation and Park staff, the kids helped design the park, held community meetings and even picked the name.

Overall, more than 150 kids worked on the project, many of them knowing they'd be too old for it when it finally got built.

"They thought it would be for their little brothers or sisters, or even their own children," Newlin said. "When it finally opened, they were all just blown away to see their dream actually happen."

On a recent sunny day at the park, Curtis Johnson, who has lived in the Mission for 40 years, was enjoying the playground with his

grandchildren.

"This is dynamite," he said. "It's the best thing they could have done. When this was a parking lot it was a bunch of drug addicts here. But from that, what they created it into, is just fantastic."

The theme of this year's San Francisco Beautiful awards was Environmental Solutions and Urban Beauty. Kid Power Park was an easy choice, said Executive Director Dee Dee Workman.

"It took them nine years, but they were tenacious," she said. "It's a heroic story pulled off by a bunch of 15-year-olds. The kids did it all themselves. Not only is it a great story, it's a beautiful park."

The park, located on Hoff between 16th and 17th streets, is operated by the Recreation and Park Department.

Other winners are:

► Shotwell Greenway in the Mission, where neighbors worked with PlantSF to put in plants, rocks and other landscaping to beautify the sidewalks. The project

also allows rainwater to drain into the ground, rather than flow into the flood-prone sewer system.

► San Francisco Zoo's Lurie Educational Center, an 11,000-square-foot classroom building that serves thousands of schoolchildren, docents and zoo staff. The building, with its vaulted ceiling and large windows, includes two classrooms, a library, docent lounge, storage space and a meeting room.

► Chinese Historical Society of America Museum and Learning Center, at 965 Clay St. The museum was selected for its careful renovation of the Julia Morgan-designed YWCA building, built in 1932. Details include three Chinese towers, Chinese roof tiles, decorative wall panels, a cast-stone arch with leaded glazing and a circular cast-stone window.

► Brooks Park in Oceanview-Merced Heights-Ingleside, which was transformed by neighbors, volunteers and Recreation and Park staff. The park used to be a magnet for crime, but now is en-

joyed for its community garden, natural area and new playground.

► Stern Grove restoration and Rhoda Goldman Concert Meadow, in the Sunset, was selected for its stately amphitheater and unique landscaping, including huge granite rocks and large flat lawns.

► Randall Museum in Corona Heights was honored for its exhibition on sustainable energy, as well as for its recent renovation. The wildlife museum now includes new exhibit, teaching and dining areas, a terrace, wheelchair ramps and native plants gardens.

► The Robert C. Friese Award for Neighborhood Conservation went to Linda Blacketer and Dan Dodt for their restoration of the Sylvester House in the Bayview. Blacketer and Dodt restored the 1865 home to its original splendor, and use it as a community gathering spot for political and neighborhood meetings.

E-mail Carolyn Jones at [carolynjones@sfchronicle.com](mailto:carolynjones@sfchronicle.com).



## Mission Toy Giveaway 2003

### Articles

San Francisco Police Officer's Assoc. JOURNAL

Vol 36, number 2

By Ethel Siegel Newlin

POA Friend and Supporter

On the Saturday before Christmas, over 1,000 Mission District boys and girls braved the rain and cold to line up for the Annual Toy Giveaway at Mission Station. Each received at least two new, high quality toys and a photo with Santa, all free. The event has been co-sponsored by Mission Police Station and St. John's



Dominick Gamboa and Dan chiu watch over the line outside Mission Station.

Educational Thresholds Center (SJETC) since 1995, the year Mission moved into its Valencia and 17th Street location. This huge project took the work of civilian volunteers from the community and officers from Mission Station, and beyond, to make it happen. Coordinators Steve Thoma, Mission Station, and Ethel Siegel Newlin, SJETC, spent months preparing for the event - collecting donations of money and toys, recruiting volunteers, and planning the logistics to make it all seem effortless. Sgt. Nick Rubino and his troops passed out age-appropriate toys from inside the station to the eager kids lined up in the lobby. The Community Room became Santa's room for the day. A crew of volunteers from Walden House kept the line, which stretched around the block, moving in an orderly fashion.



Special thanks go to Supervisor Bevan Dufty for his help, to the SFPOA for all their help and support of the project (especially President Chris Cunnie, Community Fund Chair Marty Halloran, Jennifer Forrester, and Laverne), and to the folks at Cliff's Variety for serving as our toy buyers. Thanks also to

Captain Greg Corrales, Mario Delgadillo, Supervisor Bevan Dufty and Ethel Newlin.

Rosie Tolentino, California Savings, and Man-Sim Tang, Wells Fargo District Manager, for placing donation boxes at their branches in the Mission. On behalf of the kids of the Mission, we send our heartfelt thanks to Capt. Greg Corrales for keeping the tradition alive, and of course, to Sgt. Mario Delgadillo and D.C. David Robinson (it takes two





Jennifer Forrester and D.C. David Robinson  
with some new friends.

shifts of Santas), who come back year after year to  
play Santa.

---

# Mission Clean Team 2004



*Submitted by Ethel Newlin*

Mission Clean Team 2004, a program coordinated by the collaboration of Mission Police Station, St. John's Educational Thresholds Center, SFPD Juvenile Division, and the Department of Public Works completed its 7th successful year of providing youth with job skills and building relationships between youth and police officers.

This unique program teams groups of youth with uniformed police officers and sends them out to work together to make the Mission community a cleaner, safer place

# Marshall School Youngsters Speak at 16th Street BART Plaza

## Event first of series celebrating Mission Community Day

**BY KYLE FIORE**

**H**ip-Hop dance, Spanish songs, spoken word, and balloons launched the kick-off event for Mission Community Days on Oct. 21. Held at the 16th and Mission BART Plaza, and sponsored by the Plaza 16 Affinity Group of the Mission Community Council (MCC), the celebration was the first of a series of events that will bring performances, music, games, educational activities, and dancing to the 16th Street BART plaza.

Over 200 youth and community members took part in the celebration. First graders from the Friends Quaker School opened the day with dancing and Spanish songs. Girls from Columbia Park Boys and Girls Club followed with a Hip-Hop presentation and a dance lesson for the enthusiastic on-lookers. Youngsters from Marshall Elementary School and St. John's Educational Thresholds Center brought the afternoon to a rousing close with a parade, banners, and spoken word.

The Plaza 16 Affinity Group's goal is to transform the plaza into a true community space: a place where the Mission community can celebrate the traditions, creativity and diversity that make our neighborhood unique. The Plaza 16 Group is now drafting plans for the next Mission Community Day, which will take place at the plaza shortly before Valentine's Day. Members of the group plan to hold weekly afternoon games of checkers or chess on the Plaza, and are working to bring in food vendors, as well. The Plaza 16 Group also coordinates rotating art shows featuring the works of neighborhood artists, that are installed in the panels at the back of the plaza. Five shows have been presented at the plaza over the past year.

The Plaza 16 Affinity Group is one of five MCC affinity groups. Composed of represen-

tatives from local community based agencies, the affinity groups focus on strengthening the vitality of the Mission through collaboration. The MCC-Youth Affinity Group (YAG) works to build a community where children and youth thrive. MCC-YAG is currently developing and providing enrichment activities to complement the curricula being offered at Mission District Dream Schools.

The MCC-Community Self-Sufficiency (CSS) Affinity Group is a network of Mission agencies that work to address the needs of individuals and families seeking economic stability. CSS focuses on increasing Mission District residents' access to job training, adult education, and other resources. MCC-Homeless Advocates for the Mission (HAM), advocates for the Mission District homeless in need of services, resources and housing.

MCC's Mission Engagement interns organize town hall meetings, speak at public hearings, write letters to city decision makers, and meet with supervisors to make Mission District voices heard. During the 2005-2006 budget process, MCC interns spoke with city officials about the importance of affordable housing; services for children, youth, and families; health care; parks; and services for immigrants.

The Mission Community Council made up of over 40 representatives of Mission community organizations, public departments, and residents. The Council is governed by a five person Coordinating Committee, and chaired by Jovida Guevara-Ross of the Women's Building, and Alicia Vazquez of Good Samaritan Family Resource Center. Collectively, we envision the Mission District as a multicultural working class neighborhood with strong institutions and services where community members live and work with dignity and participate fully in the decisions that affect their lives.

*For more information on the Mission Community Council, or to join an affinity group, please contact MCC Coordinator Kyle Fiore at 643-7562 or [kylefiore@aol.com](mailto:kylefiore@aol.com).*





LIZ HAFALIA / The Chronicle

## The power of pint-size persuasion

**Jonathan Rendon** (front) and Miguel Gutierrez carry signs in a demonstration by more than 100 students at a Mission District elementary school's after-school program. The goal was to remind adults in the area not to litter, deal drugs or otherwise set a bad example. **See story, Page B1.**



## Mission schoolkids urge grownups to set a good example

Jill Tucker, Chronicle Staff Writer  
Friday, October 13, 2006

More than 100 Marshall Elementary students marched through the Mission District on Thursday with a message: "We are here." In a neighborhood often overrun by gang violence, drugs, prostitution and homelessness, the children took over the 16th Street BART station plaza to tell the community, in short, to clean up its act. "Please don't buy or sell drugs near our school," said a large sign with a wooden handle held by Geordan, a kindergartner who, when asked, couldn't quite remember what his sign said.



The children were all part of St. John's Tutoring Center, an independent after-school program at the public school. They pounded drums, tooted kazoos, yelled, chanted and sang. Second-grade girls giggled. "I am young and I'm positive. I am the future. I want to tell it like it is," the children shouted in unison as they walked from the school playground at 1575 15th St. to the BART station a block away chaperoned by two San Francisco foot patrol police officers.

"We're trying to have the kids advocate for themselves so they aren't invisible anymore," said the tutoring center's director, Ario Salazar, adding that the rally was intended to hold adults accountable for their behavior. One is "never too young for civic engagement," Salazar said. Indeed, the children had a BART permit for "expressive activity" to hold the rally at the plaza.



The event kicked off the center's yearlong campaign called "You are an example to me." "It is important for the people who live or loiter in our neighborhood to realize that there are children who live here and that there is a school around the corner," said Marshall's principal, Monica Guzman, in a statement about the rally. "We all need to understand that to these children, every adult is an example -- someone they will mimic or one day follow."

Two blocks away and 30 minutes after the start of the rally, three men huddled near the school, negotiating the price of a drug deal. San Francisco Police Officer Steve Bucy, who accompanied the children on the march, said homeless adults -- known to urinate in front of the children -- as well as drug activity are common problems directly around the fenced-in school. Indeed, third-grader Fernando Charre said he sees "hobos" around the school and walks by used cigarettes and soda cans tossed on the streets. He said he wants adults to "keep our town clean and safe." "I feel like angry and sad," the 8-year-old said. "They're throwing stuff on our street and that's not safe."

The rally was part of a nationwide event called "Lights On Afterschool!," promoted each year by school districts to highlight the importance of after-school programs for children. In addition to the Marshall Elementary rally, 28 other public elementary and middle schools across the city held after-school celebrations touting students' artwork and other achievements.

Although more than 300 after-school programs serve 30,000 San Francisco children, another 14,000 students miss out on "structured activities after the bell rings," district officials said in statement. California's schools, however, will see a windfall of money starting this year to expand the number of children served by such programs. Proposition 49, passed by voters in 2002, will increase after-school funding from the state by more than \$400 million, raising the annual budget to nearly \$1 billion. Currently, about 2,000 state schools provide after-school programs to an estimated 110,000 children. Education officials hope Prop. 49 funding will increase that to 5,000 schools serving 600,000 children.



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## Elementary Students March for College Awareness

By [Lola M. Chavez](https://missionlocal.org/author/lola/) (<https://missionlocal.org/author/lola/>)

Posted May 13, 2016 10:48 am

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An estimated 400 students ranging from 3rd to 5th grade, accompanied by some 100 parents and members of the [Mission Graduates](http://www.missiongraduates.org/) (<http://www.missiongraduates.org/>) program, gathered in the schoolyard at Buena Vista Horace Mann Thursday at 3 p.m. to celebrate Mission youth going to college. Other schools joining in the march included Everett, Flynn, Cesar Chavez, James Lick, and several others.

Gerber Marquez, a manager at the parent partner program within Mission Graduates, said they wanted to encourage children to go to college. "We support minorities. A lot of Latino families, statistics show, are not attending or graduating from college. So we're going to send a message to encourage them to strive for a future."



The elementary students marched down Mission Street chanting “C-O-L-L-E-G-E, college is the place for me!” The students marched to John O’Connell High School, where they rallied with college-themed games and heard from local universities about how to get to college.

The other organizations involved in the day of college awareness included [Jamestown Community Center](http://www.jamestownsf.org/) (<http://www.jamestownsf.org/>), [Buena Vista Child Care](http://www.buenavistachildcare.org/) (<http://www.buenavistachildcare.org/>), and [First Graduate](http://firstgraduate.org/) (<http://firstgraduate.org/>).



Photo by Lola M. Chavez

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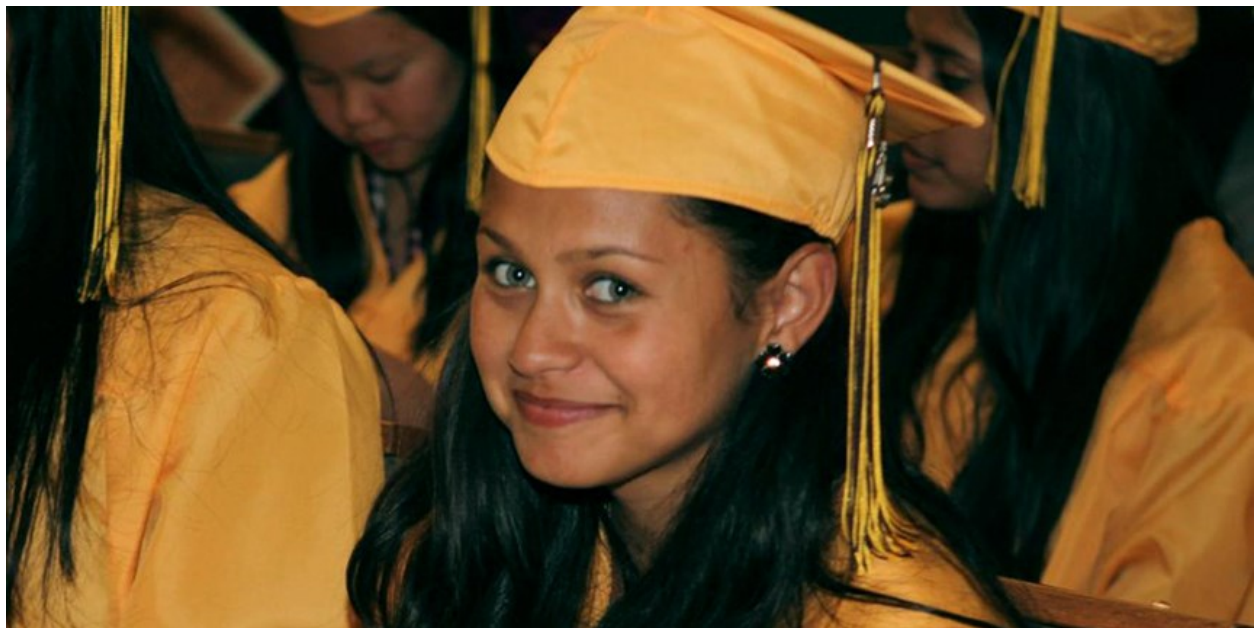
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## In Silicon Valley's Shadow, A Mission To Get Latinos To College

May.30.2014 / 6:49 AM ET



*College Connect students during Mi Pasaje, the Mission Graduates graduation ceremony in San Francisco, California. courtesy of Mission Graduates*

Priscila Trejo-Martinez just finished her sophomore year studying child development at San Francisco State University. Her life would have been quite different had she not found the support she needed at the College Connect program at [Mission Graduates](#), a San Francisco nonprofit dedicated to helping students prepare for college, she said. Through the program, she could always talk to an adviser in person, through email or by phone.

“They give you the support you need,” said Trejo-Martinez, adding that before participating, she had no idea what the college application process was like.

The nonprofit, which started over 40 years ago as part of St. John's Episcopal church in the city's Mission District, has turned its focus from after-school youth-oriented services such as tutoring and arts programs to getting students to college. In the shadow of enormous Silicon Valley

wealth and growing income disparities, the San Francisco organization works to boost college enrollment, especially among Latino youth who are going to California schools in greater numbers, but still lag in graduation rates.



*College student Priscila Trejo-Martinez, who was part of Mission Graduates' College Connect program as a high school student, now works as a Mission Graduates Program Assistant and is seen here reading aloud with Marshall 4th grader Joselyn. courtesy of Mission Graduates*

Earlier this year, [Latinos became the largest racial/ethnic group in California](#), making up about 39 percent of the population. College enrollment among Hispanics has been improving; Latinos are now the second largest group behind Asian-Americans to attend the University of California university system in the fall of 2014.

According to preliminary numbers, 17,589 Latinos were accepted as freshmen at one of nine of the University of California colleges and universities, making up almost 29 percent of this fall's incoming freshmen class, up from 27.6 percent in 2013.

Yet there is still a long way to go. A [recent report conducted by Excelencia in Education](#) found that the college graduation rate for Latinos in California is at 42 percent compared to 52 percent for non-Latino whites. And when non-traditional students are counted, which includes those going to college part-time or to community colleges, the graduation rate for Latinos in California is 15 percent.



“One of the most important aspects of social justice is education justice,” said Eric Cuentos, director of the Mission District's Parent Program, explaining why the organization decided to focus on college preparation. “They have access to opportunities to thrive if they have access to go to college.”

Educational disparities are closely tied to income disparities, and places like San Francisco are grappling with the recent upsurge in gentrification brought about by the tech sector. Its wealth has radically changed the landscape of the neighborhood, said Cuentos. Two years ago Twitter moved about seven blocks away from Mission Graduates and Mark Zuckerberg bought a house in the neighborhood last year.

Many Silicon Valley employees are choosing to live in San Francisco and [commute to work by shuttles provided by their companies](#). This has increased rents and driven many Latino families out of the Mission District, or others have resorted to moving in with relatives or living in substandard housing.

“They're having a hard time doing well in school when they're literally being displaced,” said Cuentos.

*Mission Graduates acts as a cultural broker between families and the school system, educating parents about how to participate and guiding them through the college application process and what college life is like.*

Despite families' financial hardships, Mission Graduates has a three-pronged approach for getting more Latino students to college: improving academic performance through after-school programs, increasing parental engagement, and teaching students all the ins and outs of college.

The College Connect program takes 25 college-bound high school juniors from throughout the neighborhood who would be the first in their family to attend college. The students must meet [several qualifications](#) such as living or going to school in the Mission District and qualifying or being part of the free/reduced-lunch program.

The multi-year program provides personalized college admissions support to students and their parents until graduation from high school. Just as important, the program continues to offer ongoing guidance during the students' college career.

The staff helps students with practical things, such as filling out their FAFSA applications, finding tutors at school and figuring out when to drop classes. They also partner with an organization called GLOW, which teaches students financial literacy and helps them save for college.

Engaging parents is crucial, said Cuentos. “A lot of parents don't know college is even an option,” he said, especially Latino immigrants who are not in the country legally and are unaware of the resources available to them. Parents may not know, for instance, that the state allows public colleges to offer in-state tuition to undocumented students.

Language is a significant barrier for many immigrant Latinos, said Cuentos. Many of the parents don't speak English and many immigrant students don't speak it before starting school. This has certain repercussions - many parents are not comfortable advocating for their children in school, and many students are kept in ESL classes for too long by the schools.

Mission Graduates acts as a cultural broker between families and the school system, educating parents about how to participate and guiding them through the college application process and what college life is like. This includes reassuring parents their children will not abandon their culture and lose touch with their roots if they go away to college. "We're helping parents be okay with their children leaving the nest," Cuentos said.

Because Trejo-Martinez benefited so much from the program, the Latina first-generation college student decided to return as an employee to help her community. She now works part-time as the program assistant at Marshall Elementary Extended Day Program.

"I thought I could do the same thing for a child that is in need," Trejo-Martinez said. She feels rewarded by helping those in her community who are going through the same struggles she faced.