



TENDERLOIN COMMUNITY ACTION PLAN 2024 IMPACT REPORT



San Francisco
Planning

TENDERLOIN
COMMUNITY ACTION PLAN

Contents

- 1 Introduction
- 2 History of TCAP
- 3 Our Work
- 4 Elevate and Empower
- 5 Invest and Connect
- 6 Support and Sustain
- 7 Lessons Learned
- 8 Acknowledgements

ABOUT THIS REPORT: This Impact Report highlights the outcomes and progress made through the Tenderloin Community Action Plan (TCAP). The report reflects the collaborative efforts of Tenderloin residents, businesses, and community organizations in improving the neighborhood's quality of life. It also demonstrates the tangible benefits of ongoing investment in the area, showcasing the positive changes that have emerged as a result of these continuous, community-driven efforts.

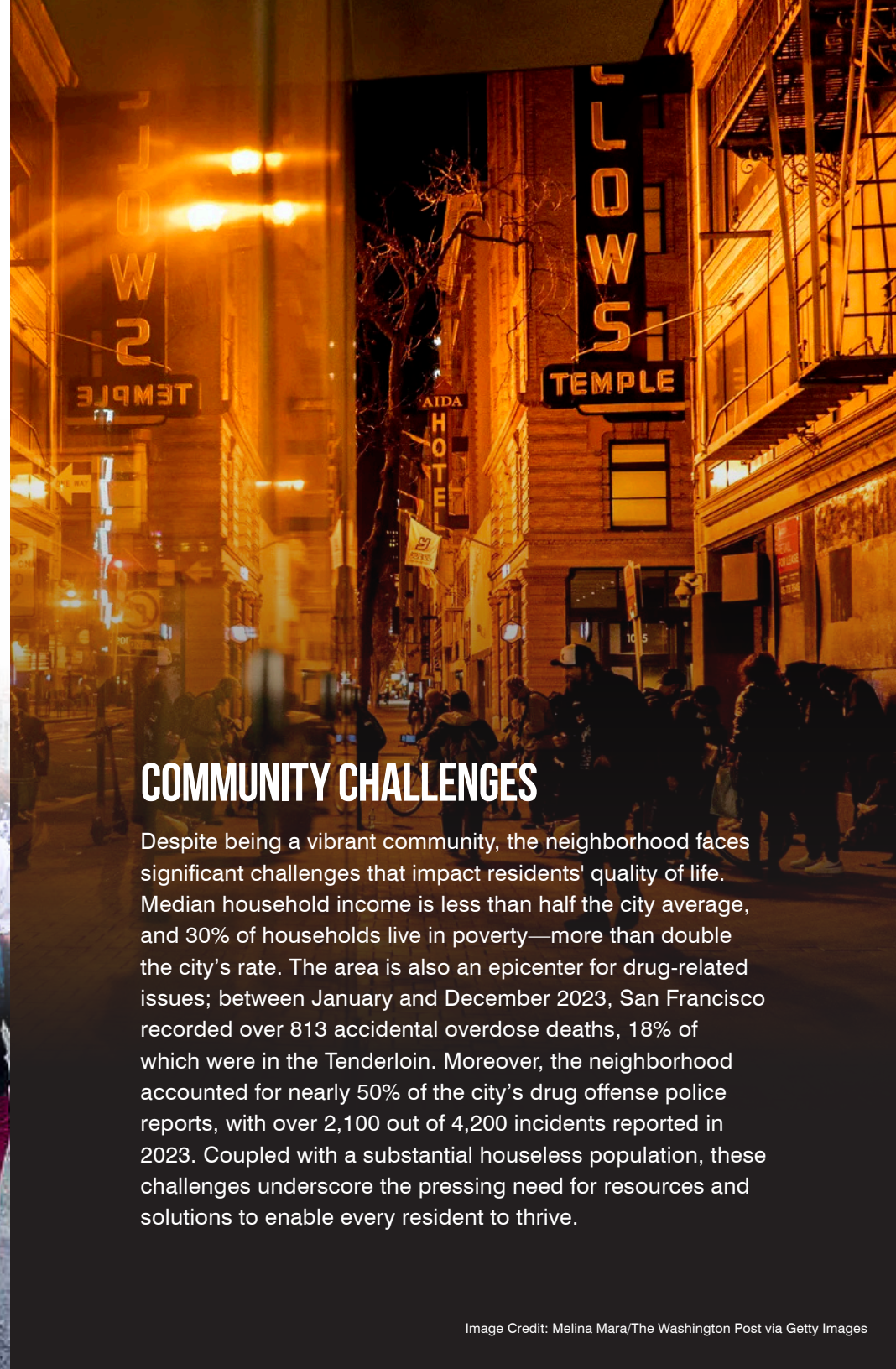


Introduction

The Tenderloin Community Action Plan (TCAP) is a neighborhood-driven collaboration between residents, community organizations, businesses, non-profit partners, led by San Francisco Planning in close coordination with many other City agencies to bring Tenderloin community's voice into action and transform that action into reality through investments.

STRENGTH IN DIVERSITY

The Tenderloin's unique identity is deeply rooted in its vibrant and diverse population, where people of color represent the majority and a rich mix of cultural identities thrives. The neighborhood is home to many seniors, families, people with disabilities, and approximately 3,500 children (Census 2022). Compared to other neighborhoods in San Francisco, it has the highest concentration of children, with a density of 8,400 children per square mile compared to 2,400 citywide. The Tenderloin has long served as a welcoming haven, providing safety and solidarity to people seeking community and a sense of belonging, including immigrant families, refugees, and the LGBTQ+ community. It is also a sanctuary for the city's artists and creatives, who contribute to its dynamic cultural scene. Empowered by strong networks of community organizations, service providers, and advocacy groups, the Tenderloin is a place where residents have a strong sense of community pride.



COMMUNITY CHALLENGES

Despite being a vibrant community, the neighborhood faces significant challenges that impact residents' quality of life. Median household income is less than half the city average, and 30% of households live in poverty—more than double the city's rate. The area is also an epicenter for drug-related issues; between January and December 2023, San Francisco recorded over 813 accidental overdose deaths, 18% of which were in the Tenderloin. Moreover, the neighborhood accounted for nearly 50% of the city's drug offense police reports, with over 2,100 out of 4,200 incidents reported in 2023. Coupled with a substantial houseless population, these challenges underscore the pressing need for resources and solutions to enable every resident to thrive.

History of TCAP



Tenderloin People's Congress 10-Point Plan Rally.

FROM COMMUNITY ROOTS

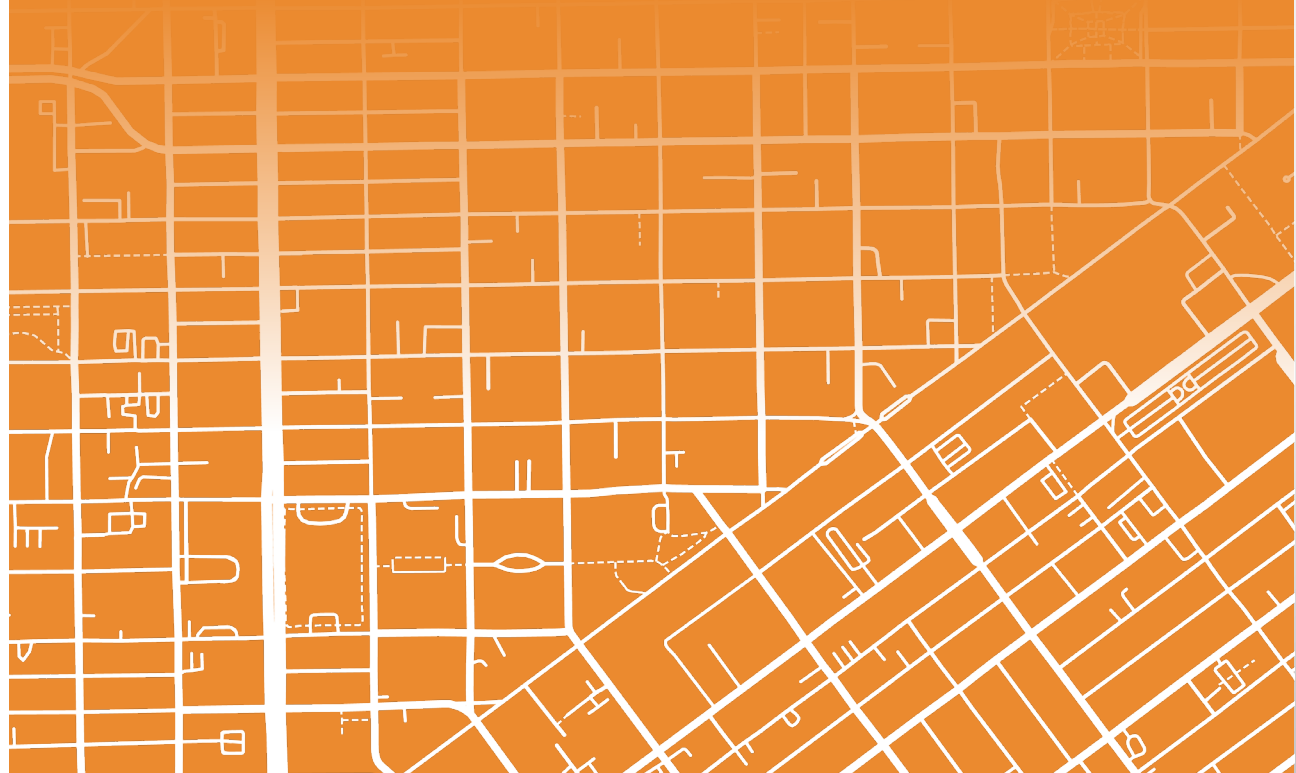
The Tenderloin has a long-standing history of activism and resiliency. The Uptown Historic District, the nation's first Transgender District, North of Market Special Use District, and the Hotel Conversion Ordinance are just a few examples of community-based efforts that preserve and protect affordable housing and tenants and celebrate the neighborhood's diversity. Today, community organizations and residents are continuing this tradition.

In 2017, Tenderloin People's Congress (TPC) engaged over 1,200 community members in a conversation envisioning the neighborhood's future resulting in the *Vision 2020 People's Priorities Plan*. Advocacy by TPC and other community groups largely catalyzed the establishment of the Tenderloin Community Action Planning process in 2021.

TO THE TENDERLOIN EMERGENCY INITIATIVE

In response to community concern, the Mayor declared an official 90-day State of Emergency in the Tenderloin on December 17, 2021. As the lead agency, the Department of Emergency Management (DEM) drafted the Tenderloin Emergency Initiative (TEI) Plan.

The TEI is a three-phase plan that outlines an initial assessment of conditions, coordinates crisis response, and plans for sustained operations to help stabilize conditions on the street. As the TEI transitioned from crisis response to sustained operations over the course of 2022, community members requested to incorporate this phase into the San Francisco Planning Department's Tenderloin planning efforts. At the same time, the Mayor allocated \$4 million to the Planning Department to fund community-sponsored projects to improve living conditions for Tenderloin residents.



Our Work

MISSION

Empower the voices of the Tenderloin community to drive meaningful action, facilitating resident-led initiatives and building lasting capacities for transformation.

VISION

A Tenderloin transitioning from crisis to a thriving, equitable neighborhood where all residents enjoy an improved quality of life, and visitors experience its diversity and vibrancy.

COMMITMENTS

Uphold equity, promote community self-determination, and foster partnerships that drive collective progress in the Tenderloin.

\$4M

INVESTED INTO THE
COMMUNITY

26+

PARTNERING CBO'S

\$2.5M

INVESTMENTS DIRECTLY
SERVING YOUTH AND
THEIR FAMILIES, BLACK,
ARAB, AND SOUTH-EAST
ASIAN RESIDENTS AND
UNHOUSED COMMUNITY
MEMBERS.

17+

PARTNERING
CITY
AGENCIES

21

TOTAL COMMUNITY
ACTION PROJECTS

55%

TOTAL SPENT AS OF
SEPTEMBER 2024

3,400+

RESIDENTS SERVED

1. 21 COMMUNITY ACTION PROJECTS FUNDED THROUGH MAYOR BREEDS ALLOCATION OF \$4 MILLION.

Funded by a \$4M investment from the Mayor, the Community Action Projects stemmed from a participatory budgeting process where residents and workers prioritized needs. San Francisco Planning's Tenderloin team collaborated with partners to assess 50+ proposals, funding 21 projects that addressed community needs, equity, feasibility, and local capacity. Projects focused on safety, wellness access, and basic life needs. TCAP continues to support project sponsors with technical assistance and seeks resources to advance funded and unfunded projects.

2. STRATEGIC PRIORITIES FOR INVESTMENTS IN 4 AREAS.

Small Business: This effort focuses small business support on Larkin Street, including business training grants, public space improvements, and revitalization initiatives.

Youth Investments: This effort focuses on increasing investment in youth services and informing funding allocations for youth programming.

Public Space Improvements and Activation: This effort focuses on a placemaking approach to bringing public space improvements and activations to the neighborhood.

Activating Housing Priorities: This effort identifies key community housing priorities from past outreach, surveys, and discussions with housing providers.

3. COMMUNITY LIAISON TO INTERAGENCY STREET OPERATIONS.

San Francisco Planning's Tenderloin team serves as a strong community liaison and continues to elevate community priorities in interagency street response efforts. This includes coordinating with Joint Field Operations (JFO), a multidepartmental effort led by Department of Emergency Management to improve street conditions in the Tenderloin, and with the Drug Market Agency Coordination Center (DMACC), a multi-agency task force that combines the City's law enforcement agencies and other City departments to address open air drug scene in the Tenderloin and SoMA.

4. AN INVESTMENT BLUEPRINT DRAFTED THROUGH COMMUNITY LEADERSHIP AND FEEDBACK

The Tenderloin Investment Blueprint will include community-driven priorities for investment and policy shifts in the Tenderloin for the next 2-5 years. It will serve as a neighborhood advocacy platform to leverage local, state, and philanthropic investments.

14**COMMUNITY
ACTION PROJECTS
SPONSORED BY
UWBA****35%****OF FUNDING
ADMINISTERED
BY UWBA AS OF
SEPTEMBER 2024**

PARTNERSHIP WITH UNITED WAY BAY AREA

TCAP works closely with United Way Bay Area (UWBA), whose primary responsibility is to be the fiscal administrator of the funds for 14 of the 21 community action projects.

UWBA is a local nonprofit headquartered in San Francisco, serving eight Bay Area counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, and Solano). UWBA envisions an equitable Bay Area where everyone has the resources and opportunities they need to thrive. They focus on four key areas in our fight to dismantle the root causes of poverty and build equitable pathways to prosperity for Bay Area families: Meeting Basic Needs, Advancing Housing Justice, Driving Financial Stability, and Building Pathways to Employment and Career Opportunities.

**TENDERLOIN
COMMUNITY ACTION PLAN**

TCAP's impact in the neighborhood is three-pronged:

1.

Elevate and Empower

Elevating community voice and leadership to prioritize resource allocation and shape policies.

2.

Invest and Connect

Bringing TCAP funding to Community Action Projects and Small Business Grants through community and interagency partnerships.

3.

Support and Sustain

Supporting community-led systems to sustain investments and lasting impact through building capacity and collective advocacy.

Elevate and Empower

Elevating community voice and leadership to prioritize resource allocation and shape policies.

"The challenge that all communities have when they are trying to make substantive change is working effectively with the City. Having the TCAP staff with SF Planning has been invaluable. It is hard to imagine where we would be without that coordination and support by the City with the City."

— TENDERLOIN COMMUNITY BENEFIT DISTRICT

EE.1 Participatory Budgeting

In 2022, TCAP designed and implemented a first-of-its-kind participatory budgeting process, where the Tenderloin neighborhood voted on the projects that were to receive funding from the Mayor's allocated \$4 million. The results selected 21 Community Action projects focusing on the following community priority themes: street stewardship, public space improvements, community activations, youth investments, community wellness, and small business support.



PARTICIPATORY BUDGETING:

Participatory Budgeting is a democratic process in which community members decide how to invest part of a public budget in their own neighborhood. Participatory budgeting is a new approach to budgeting City and County dollars in the United States. Over the past few years in San Francisco, Former Supervisor Yee (District 3) and Supervisor Melgar (District 7) conducted a participatory budgeting process for their District funds with their residents and businesses for small amounts of funding. The Supervisors' participatory budgeting process and lessons learned, along with other best practices throughout the country, served as a foundation for the TCAP Participatory Budgeting process.

DATA SNAPSHOT

Process and criteria were designed with **130+ community members** through **5 workshops** in **5 languages**, and with support from Stanford Participatory Budgeting Platform.

31 projects were placed on the ballot selected from **50+ submittals**.

1363 people voted online or at an in-person voting station.

21 projects were awarded funding.

EE.2 Community Liasion

Planning team keeps the pulse on needs and issues in the neighborhood by participating in many ongoing community-led meetings and events. These community conversations helped shape TCAP four strategic priorities and will continue to help identify areas where the community needs further investment. In addition, TCAP fosters community transparency, sharing updates, creating visual tools to complex information for community.

DATA SNAPSHOT

17+ weekly, bi-weekly, or monthly community meetings TCAP attend to listen to community's voice.

600+ people signed up for the TCAP email list.

5 quarterly newsletters in **5** languages on project progress as well highlights of street conditions progress and work of JFO.

5+ reports describing City decision making processes.

2 visuals showcasing the complex system of ambassadorship and cleaning services.

Website has generated close to **4,000** interactions.



STREET RESPONSE COORDINATION:

Established in January 2022 as part of the Tenderloin Emergency Initiative, the JFO brings together multiple city departments—including SFFD, HSH, DPH, MTA, DPW, SFPD, and DEM—to provide daily interagency street response. This initiative focuses on supporting individuals experiencing homelessness and substance use disorders by facilitating access to resources and treatment, while also maintaining street cleanliness.





Public Space Working Group discussing the concept of a Children's Zone in the TL.

DATA SNAPSHOT

COMMUNITY OUTREACH EXPENDITURE

a/o September 2024



\$300K dedicated to Community Outreach.

5 Community Working Groups: Small Business Stakeholder Group, Public Space Working Group, Executive Directors Working Group, TCAP Project Cohort, TCAP/TNDC Outreach Partners.

8 monthly leadership meetings with TL Executive Directors.

EE.3 Community Leadership

At its roots, TCAP was born out of community advocacy and leadership. It continues to be grounded in facilitating community leadership and self-determination. TCAP embraced the strong community organizing already existing in the neighborhood and facilitated additional community collaborations and leadership on strategic priorities such as public space, small business, and youth services. Dedicating a portion of the \$4 million to outreach TCAP has facilitated alliance amongst key community stakeholders, a key ingredient to build consensus in the neighborhood.

5 neighborhood organizations collaborate to inform the TCAP outreach process led by Tenderloin Neighborhood Development Corporation, and supported by Tenderloin Community Benefit District, St. Anthony's, Chinatown Community Development Center and GLIDE.



EE.4 Youth Voice for Shaping Investments

In collaboration with Department of Children, Youth, and their Families, and to inform their five-year cycle allocation of \$460 million citywide, the TCAP team developed a Tenderloin-focused “Youth Services Gap Analysis” to provide funding recommendations for DCYF’s 2024–2029 RFP. This analysis was shaped by extensive outreach, engaging teens, TAY, parents, and youth service providers. It was also instrumental in supporting youth service providers' proposals for additional grants from various funding sources.

As a result of this comprehensive engagement, the following challenges and gaps in youth services were identified:

Agency Partners:



DATA SNAPSHOT

17 focus groups and interviews with **71** participants engaging and providing feedback.

66 residents reached.

13 disconnected Transitional Aged Youth (TAY) and teens reached.

45 parents engaged through culturally including sessions in Spanish and Arabic.

AGE-APPROPRIATE AND UNSTRUCTURED LOW-BARRIER PROGRAMMING FOR DISCONNECTED TEENS AND TAY.



SUPPORT TO NAVIGATE JOB READINESS AND CAREER EXPLORATION.



ENHANCED CULTURALLY COMPETENT SERVICES.



“The report has been helpful for my own understanding of the needs and hopes of youth and families in the TL. It has informed how we enhance our programs and practices in the TL to be more responsive to the community. I've also experienced it as a way to build shared language and understanding between community partners when we collaborate on programs and projects.” – Kieth (Street Soccer USA)

“The Gaps Analysis was a needed process that engaged community partners, youth, families, and other allies in a holistic and intentional manner... I am optimistic that this will lead to impactful opportunities for future partnerships between the city and youth and family support services.” – Mike Vuong (Boys and Girls Club)

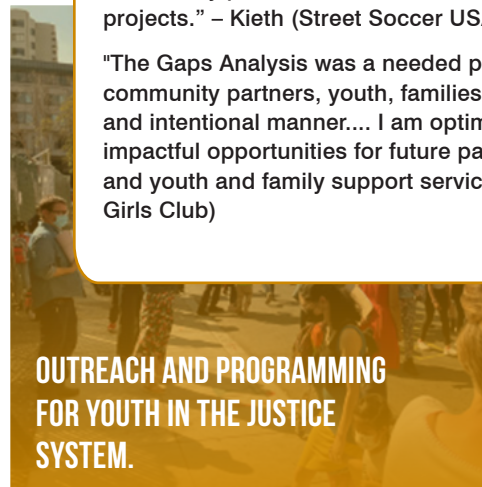
SAFE NAVIGATION FOR CHILDREN AND YOUTH.



CROSS-ORGANIZATIONAL COLLABORATIVE EFFORTS.



OUTREACH AND PROGRAMMING FOR YOUTH IN THE JUSTICE SYSTEM.



Invest and Connect

Bringing TCAP funding to 21 Community Action Projects and Small Business Grants through cross-sector and interagency partnerships.

"TCAP funding allowed students to have professional, 1:1 tutors who provided specific, individualized instruction. Group tutoring sessions or volunteers were not as consistently effective in helping students gain the fundamentals and do the work needed to achieve success in their grade."

— TENDERLOIN FAMILY HOUSING TUTORING PROGRAM

21 COMMUNITY ACTION PROJECTS

The 21 Community Action Projects, selected through the Participatory Budget process, aim to enhance public spaces, promote cultural events, support youth, and enhance wellness and access to essential needs in the Tenderloin. Many of these projects have been implemented, with the TCAP team actively supporting the completion of the remaining ones.

Stewardship

- 1 Safe Passage (designated priority intersections and a safe corridor during school commute hours)
- 2 Park Stewardship (Boeddeker Park, Maccauley Park, Turk-Hyde Mini Park)
- 3 Clean Team (Neighborhood wide)

Public Space

- 4 Golden Gate Greenway Phase 1: Parklet Projects*
- 5 Elm Alley School Streets
- 6 Larkin Street Green Canopy Project*
- 7 Tenderloin National Forest Stabilization*
- 8 Tenderloin Dog Park (Myrtle Alley)*

Community Celebrations

- 9 Tenderloin Eid-cultural Celebration (Golden Gate Greenway & TL Children's Playgroud & 500 Block Ellis St)*
- 10 Tenderloin People's Holiday Tree and Lighting Ceremony (Boeddeker Park)*
- 11 Tenderloin SINULOG Festival and Flores De Mayo Festival (Golden Gate Greenway & Saint Boniface Church)*
- 12 Grace Notes Community Festival 2023*
- 13 Black History and Culture of the Tenderloin Walking Tour (Neighborhood wide)*
- 14 Art in the Park (Boeddeker Park)*

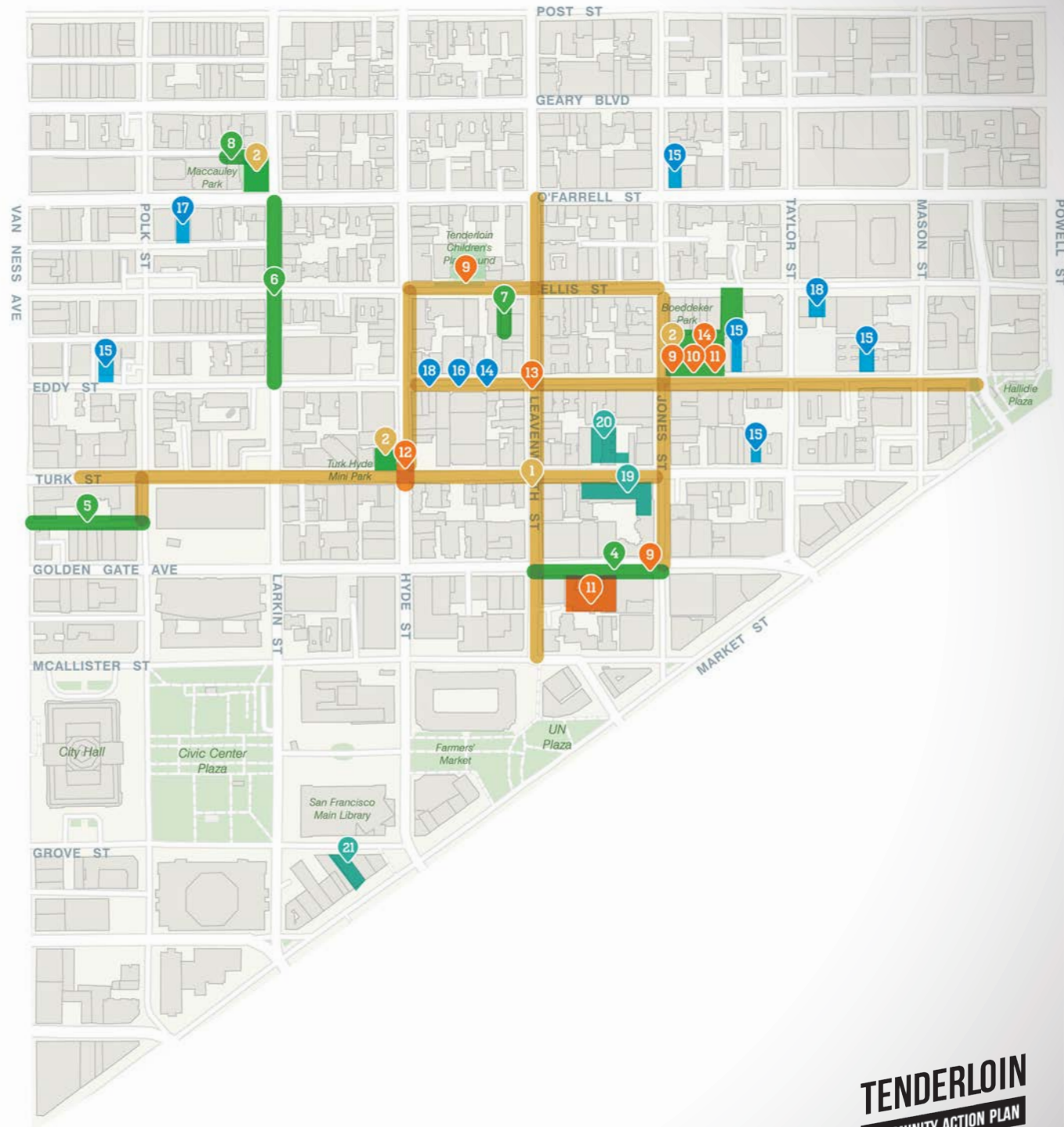
Community Wellness

- 15 Delivering Innovation in Supportive Housing Food Program (124 Turk, 520 Jones, 144, 238, & 730 Eddy)
- 16 Community Housing Education for Tenderloin Arabic-speaking residents
- 17 Capacity Building for Southeast Asian Community
- 18 Nights & Weekends Safety Navigators (Neighborhood Wide)

Youth and Family Support

- 19 Tenderloin Family Housing Tutoring Program (201 Turk)*
- 20 Tenderloin Teen Drop-In Center (Kroc Center)*
- 21 Tenderloin Arab Youth Community Center (35 Grove)*

* Projects coordinated through United Way Bay Area



IC.1 Stewardship

Challenging street conditions can create a stressful environment for the most vulnerable residents: stewardship programs help create a dignified and safe environment for all.

TLCBD CLEAN TEAM



12,500+
BAGS OF TRASH REMOVED

15,000+
CASES OF REMOVED GRAFFITI



\$3M
OF ADDITIONAL FUNDING LEVERAGED FOR CLEAN TEAM AND SAFE PASSAGE.

TLCBD SAFE PASSAGE

1,600 DAILY
YOUTH, FAMILIES, AND SENIORS RECEIVE SAFE PASSAGE SUPPORT IN THE NEIGHBORHOOD.



EXPANDED SAFE PASSAGE HOURS
IN THE EVENING AND DURING EVENTS WITH TCAP FUNDING.

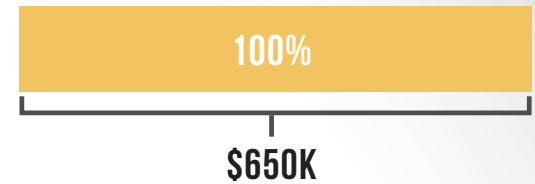
TLCBD PARK STEWARDS

500 DAILY
VISITORS WERE ASSISTED BY PARKS STEWARDS

11,000+
PEOPLE SERVED IN OVER 240 SPECIAL EVENTS

STEWARDSHIP PROJECT EXPENDITURE

a/o September 2024



PROJECTS (3)

- 1 Safe Passage (designated priority intersections and a safe corridor during school commute hours)
- 2 Park Stewardship (Boeddeker Park, Macauley Park, Turk-Hyde Mini Park)
- 3 Clean Team (Neighborhood wide)

How Stewardship projects are addressing critical needs:

Community stewardship programs, including TLCBD’s cleaning team, park stewardship, and the Safe Passage program, contribute to making parks and open spaces safer while improving street conditions for children, families, seniors, and small businesses. These programs also support special events that provide resources and foster community connections. Funding from TCAP has helped sustain and expand these essential services for Tenderloin residents.

AMBASSADOR & CLEAN SERVICES MAPPING INITIATIVE

At the request of community leaders, TCAP staff, in collaboration with Department of Emergency Management and Department of Public Works, has developed a first draft for two comprehensive ambassador and cleaning services' maps for the Tenderloin. The visuals help communicate available ambassador program resources and neighborhood cleaning operations in the Tenderloin to the public, while also enhancing coordination and promoting efficient resource use.

DRAFT*

Color Legend

TLCBD Cleaning Operation Zone

Monday Tuesday Wednesday Thursday Friday Saturday Sunday

TLCBD Cleaning Operation Workforce Zone

Monday Tuesday Wednesday Thursday Friday Saturday Sunday

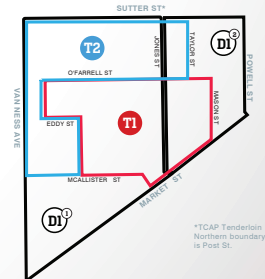
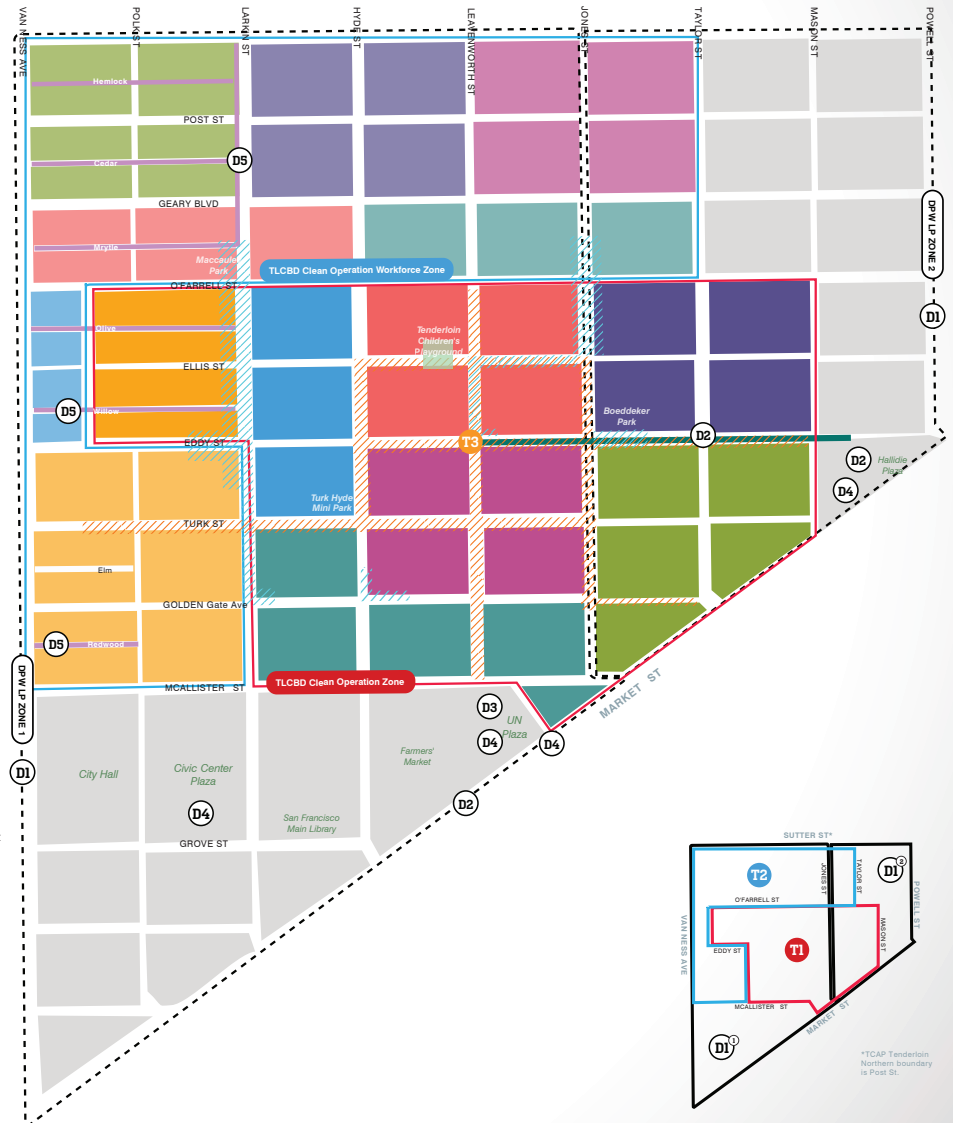
TLCBD Swing Shift Zone

TLCBD Safe Passage Routes

Business Corridor

MAP KEY

Team Name	Zone Coverage	Type of Cleaning	Resources	Schedule
D1 DPW Day Shift	Litter pickup zone 1 & zone 2, hotspots & priority areas	Litter pickup trucks for bulky items steamers, sweepers & flushers	2 supervisors & 7 staff	6a-3p, daily
D2 DPW Corridor Crew	Hotspots, priority areas	Pans and brooms	15 manual sweepers per day	11a-7:30p, M-F
D3 DPW Swing Shift	Fixed hotspots	Litter pickup trucks for bulky items & steamers	Citywide: 15 people with LP & steamers	2:30p-9:30p, daily
D4 DPW Night Shift	Fixed routes, all plazas & market street	Steaming and Flushing	Steamers or flushers	10p-6a, daily
D5 DPW Alley Crew	Alleys between Van Ness and Larkin	Steaming and Flushing	Steamers or flushers	Once of month nighttime
T1 TLCBD Clean Operations Team	Colored blocks in map, differ by day	Power washing, pan & broom hazard materials / needle removal code brown, graffiti abatement, 311s	5 power washing trucks 2 trash pick up trucks 1 graffiti abatement 16 people	7a - 2:30p, daily
T2 TLCBD Clean Operations Workforce Team	Colored blocks in map, differ by day	Primarily pan & broom	16 manual sweepers	5a - 1:30p, daily
T3 TLCBD Clean Operations Swing Shift Team	Safe passage & business corridors	Power washing, pan & broom hazard materials / needle removal code brown, graffiti abatement, 311s	1 power washing truck 2 manual sweepers	10a - 6p, W, F, Sat



*TCAP Tenderloin Northern boundary is Post St.

Agency Partners:



IC.2 Public Space Activations

Public space is vital to quality of life in the Tenderloin: public space in the neighborhood is insufficient and public safety issues often prevent residents to fully use what is available.

2 IMPROVED OPEN SPACES

LARKIN STREET GREEN CORRIDOR, AND TENDERLOIN NATIONAL FOREST

133
NEW PLANTS INCLUDING 8 TREES

\$2.3M
OF ADDITIONAL FUNDING LEVERAGED

2 NEW PUBLIC OPEN SPACES

GOLDEN GATE GREENWAY & ELM ALLEY SCHOOL STREET

2
NEW PARKLETS

2,250 SQ FT
OF NEW MURALS

PUBLIC SPACE PROJECT EXPENDITURE

a/o September 2024



PROJECTS (5)

- 4 Golden Gate Greenway Phase 1: Parklet Projects*
- 5 Elm Alley School Street*
- 6 Larkin Street Green Canopy Project*
- 7 Tenderloin National Forest Stabilization*
- 8 Tenderloin Dog Park (Myrtle Alley)*

How Public Space projects are addressing critical needs:

The production of public space improvements, activations and special events has increased the number of green spaces and public spaces thus strengthening the health, safety and vitality of the neighborhood.

Street redesigns and closures, activities in parks and other open spaces, have contributed to a positive shift in the perception of the neighborhood and a celebration of its rich social and cultural identity.

ELM ALLEY SCHOOL STREET

Elm Alley School Street is one of the TCAP initiative's new key spaces. Led by the *Friends of Elm Alley*, the project's main effort has been turning this once trash-ridden alley adjacent to Tenderloin Community School into a *School Street* - an accessible, car-free space supporting school drop-off and pick-up while also being an informal playground for the Tenderloin Community School children and the rest of the neighborhood.

TCAP helped build capacity around the project by securing additional funding to create a series of murals (currently in progress) on the building across the street from the school, along the sidewalks, on the right-of-way and on the fence facing the newly created "play zone."

Through several strategic partnerships, Elm Alley School Street:

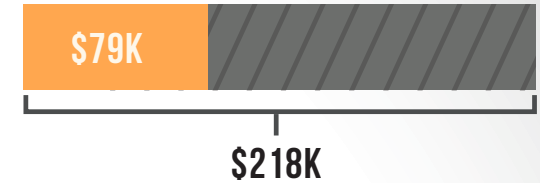
- secured additional cleaning through partnership with Civic Center CBD;
- advocated for the Safe Passage ambassadors route to extend to the block;
- created a YMCA After-School program to engage the school children in the design and installation of the murals on the street and;
- secured 5 trees from UC Law to plant at the intersection of Elm Street and Polk Street the project entrance.

IC.3 Community Celebrations

The image of the Tenderloin has at times been negatively affected by its struggles: celebrating the neighborhood history and diversity can help change the neighborhood image for the better.

CELEBRATION PROJECT EXPENDITURE

a/o September 2024



12
COMMUNITY-WIDE EVENTS

\$10K
OF ADDITIONAL FUNDING LEVERAGED



2 NEW CULTURAL PROGRAMS: TL BLACKNESS AND EID CULTURAL CELEBRATION



PROJECTS (6)

- 9 Tenderloin Eid-cultural Celebration (Golden Gate Greenway & TL Children's Playgourd & 500 Block Ellis St)*
- 10 Tenderloin People's Holiday Tree and Lighting Ceremony (Boeddeker Park)*
- 11 Tenderloin SINULOG Festival and Flores De Mayo Festival (Golden Gate Greenway & Saint Boniface Church)*
- 12 Grace Notes Community Festival 2023*
- 13 Black History and Culture of the Tenderloin Walking Tour (Neighborhood wide)*
- 14 Art in the Park (Boeddeker Park)*

How Community Celebration projects are addressing critical needs:

Community Celebrations—both existing and new—have helped Tenderloin residents gather and celebrate their rich identity and diversity.

TCAP has supported and strengthened existing festivals while introducing new ones, often in newly created public spaces and through emerging neighborhood collaborations.

10 NEW JOBS

WERE CREATED WITH TCAP
FUNDING (STAFF, TOUR GUIDES)



TENDERLOIN BLACKNESS

As part of “Black History and Culture in the Tenderloin,” Tenderloin Blackness launched an exhibition in collaboration with the Tenderloin Museum. The exhibition shines a powerful spotlight on the rich and diverse Black community in the neighborhood and celebrates iconic figures like Rev. Cecil Williams and Leroy Looper, while also featuring present-day activists, artists, leaders, workers, and residents.

This compelling showcase not only honors the significant role the Black community has played in shaping the Tenderloin but also highlights the depth of lived experiences and social contributions of its members, contributing to the positive narrative of the neighborhood.

IC.4 Community Wellness

The Tenderloin is composed by a diverse population with a variety of needs that have to be addressed by different programs.



273
CLASSES, WORKSHOPS, & GATHERINGS
FOR COMMUNITY MEMBERS, ESPECIALLY
SOUTH-EAST ASIAN SENIORS

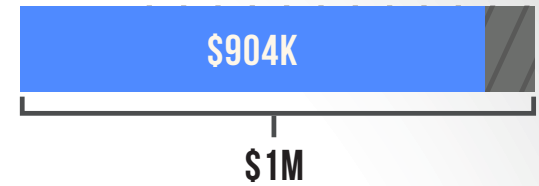
8 COMMUNITY HOUSING
WORKSHOPS SERVING OVER
480 ARABIC SPEAKING
INDIVIDUALS

Agency Partners:



WELLNESS PROJECT EXPENDITURE

a/o September 2024



PROJECTS (4)

- 15 Delivering Innovation in Supportive Housing Food Program (124 Turk, 520 Jones, 144, 238, & 730 Eddy)
- 16 Community Housing Education for Tenderloin Arabic-speaking residents
- 17 Capacity Building for Southeast Asian Community
- 18 Nights & Weekends Safety Navigators (Neighborhood Wide)

How Community Wellness projects are addressing critical needs:

Community Wellness initiatives are elevating standards of living with a focus on dignity. Including, but not limited to, wellness and activities for Southeast Asian seniors, facilitating increased accessibility to housing services and economic opportunities for Arab immigrants, creating robust connections to mental healthcare resources unhoused, and dignified meals for SRO residents.

NIGHT NAVIGATORS

TCAP provided \$500K in seed funding for the Tenderloin's first-ever Night Navigator program, operated by Code Tenderloin in collaboration with the Department of Public Health. The program fills a critical gap by offering services and care during nighttime hours in the neighborhood. The team operates every night from 7 p.m. to 3 a.m., engaging with the community and providing essential support. Since its launch in October 2023, the program has conducted over 10,000 engagements, with approximately 1,400 individuals (14%) receiving needs assessments and care plans, and successfully being connected to vital resources.

The success of the Night Navigator Program has prompted the Department of Public Health (DPH) to commit additional funding and extend the program through the 2025-26 fiscal year. DPH has also integrated the program with other pilot initiatives to broaden the services available to individuals in need at night in the Tenderloin. For instance, as part of the Telehealth and Navigation program launched in March 2024, Night Navigators connected over 1,225 unique clients who expressed a desire for addiction treatment to a medical provider via telehealth. These providers assessed their substance use history and shared treatment options, leading to over 43% of the clients starting Medication for Opioid Use Disorder (MOUD). This expansion of services highlights the program's growing impact on improving access to care and support for the Tenderloin community.

 **\$950K**

OF ADDITIONAL FUNDING FROM DPH
TO EXTEND SERVICES THROUGH
FY24-25, FOR 7 DAYS A WEEK.



Launched with 1 van
donated by UCSF, 1 night
supervisor, 4 navigators and
1 case manager. 4 days a
week, 7 pm to 3 am.



10,000 engagements.



Over 5,500 referrals
made for medical, mental,
substance use disorder
treatment or shelter.



2,000 referrals to case
management.



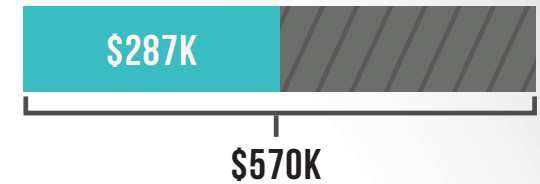
14% linkage rate to care
resources.

IC.5 Youth and Family Support

The Tenderloin is home to a high concentration of young children and teens: it is paramount to create the ideal conditions for youth to thrive in all aspect of their lives.

YOUTH/FAMILIES PROJECT EXPENDITURE

a/o September 2024



WEEKLY COORDINATION
 WITH THE TENDERLOIN AFTER SCHOOL PROGRAM COLLABORATIVE,
 A COALITION OF OVER 15 YOUTH-SERVICE PROVIDERS

140+
 ATTENDEES AT 2 SOFT LAUNCH
 EVENTS FOR THE FIRST EVER
 TENDERLOIN TEEN DROP-IN CENTER

1ST
 ARAB YOUTH AND FAMILIES
 MENTAL HEALTH CENTER

300
 TUTORING SESSIONS FOR
 TENDERLOIN YOUTH

2 PROJECTS PROVIDING
 IN-LANGUAGE SUPPORT AND
 CULTIVATING COMMUNITY
 LEADERSHP FOR YOUTH.

PROJECTS (3)

- 19 Tenderloin Family Housing Tutoring Program (201 Turk)*
- 20 Tenderloin Teen Drop-In Center (Kroc Center)*
- 21 Tenderloin Arab Youth Community Center (35 Grove)*

How Youth and Family projects are addressing critical needs:

Serving youth and their families is a critical priority in the Tenderloin, given the street conditions that immigrant youth with existing vulnerabilities are exposed to everyday. These projects are empowering young individuals through positive activities, especially those that are not currently funded by any other city programs. Several of the Youth and Family Support Initiatives are improving education, career, and mental health outcomes amongst youth.

“I want to come here every day because this place feels like home to me. There are so many activities to choose from. I just got back from the arcade, and now I’m heading to play basketball.”

– Youth Participant

TEEN DROP-IN CENTER

Tenderloin Teen Drop-In Center, located at Salvation Army KROC Center, bridges the gap in youth services by proving a low-barrier, low-supervision space for teens, espically those who are disconnected from other youth-service programs.

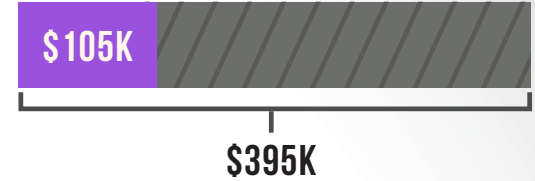
The center was launched in September 2024. The TCAP team is supporting the Tenderloin After-School Program Collaborative to engage with more teenagers in the Tenderloin to access the center's diverse offerings such as arcade games, teen lounge, open gym, fitness gym, dance studio, and more.

IC.6 Small Business Support

Challenging street conditions and limited resources hinder small businesses and economic vitalities in the Tenderloin.

SMALL BUSINESS SUPPORT EXPENDITURE

a/o September 2024



NEW STAKEHOLDER GROUP FORMED

COMPRISED OF AGENCY AND COMMUNITY PARTNERS INFORMED INVESTMENT STRATEGIES

\$275K

OF ADDITIONAL FUNDING FOR SMALL BUSINESS SUPPORT LEVERAGED FROM OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT (OEWD)



How **Small Business** initiatives are addressing critical needs:

The Participatory Budgeting process indicated a clear need for small business support. TCAP brought key small business stakeholders together to inform investment strategies which resulted in:

- A concerted revitalization approach that focused on commercial corridors, specifically on Larkin Street, through small business support stakeholders convening.
- 3 tailored grant programs designed for Tenderloin small businesses: stabilizing existing business by providing business training and financial support; support new entrepreneurs to fill vacant storefronts; and improving storefronts to create vibrant spaces for all.

Agency Partners:





FACADE-IMPROVEMENT GRANT

TCAP conducted door-to-door outreach with a visual menu of options for improvements on in-language brochures to engage and educate business owners.

BUSINESS TRAINING GRANT

7 businesses received specialized business training in their preferred 3 languages for the first time and secured grants to bring their business plans to life.

VACANCY FILLING GRANT

TCAP integrated an innovative model, bringing in resources such as a Community Broker, and incorporating lessons from best practices such as *Vacant to Vibrant* to design a new program for the Tenderloin. This was launched in October 2024.

Support and Sustain

Supporting community-led systems to sustain investments and lasting impact through building capacity and collective advocacy.

"I think the major milestone accomplished in the last event/month was the capacity building of the community, where the residents themselves, through the festival's planning process, learned a lot about project planning and implementation."

— SINULOG AND FLORES DE MAYO FESTIVAL

DATA SNAPSHOT

13 projects received training on grants administration and process best practices regarding invoicing and outcomes reporting as a small or well-established organization.

8 projects received bi-weekly/monthly project management support from TCAP team.

4 quarterly TCAP cohort meetings facilitating cross-project collaboration, community building, peer-learning, and celebration of progress.



DISCOVERY

UWBA held one-on-one meetings with project sponsors.



SCOPING

Developed logic models to identify long-term impact, activities and outcomes.

Designed an invoicing and reporting process to minimize the burden on community sponsors.



IMPLEMENTATION

Accommodated 15% advance payment option with a total of \$90k to six projects to date.

Provides fiscal sponsorship for the Elm Alley School Street project.

SS.1 Building Capacity

TCAP funding provides a unique opportunity where United Way Bay Area, as an experienced non-profit organization, supports 14 community organizations to implement community-driven projects. UWBA's primary responsibility is to be the fiscal administrator for 14 of the 21 Community Action Projects. In addition, TCAP team also provided technical assistance to projects through scoping meetings, project management, data support, and problem solving.

Through sustained community cooperation and partnership with the City, the Tenderloin community has been able so far to build more capacity for ownership, maintenance, and stewardship of new and existing public spaces. New partnerships and resource-sharing have supported the maintenance and operation of the new spaces.

SS.2 Policy and Legislation Advocacy

Tenderloin community is one of the most organized communities in San Francisco and historically it has been very effective in informing critical policies throughout the city. One of TCAP's main goals has been supporting ongoing community-driven efforts that lead to policy change and legislation.

BRIDGING HOUSING ELEMENT IMPLEMENTATION TO THE TENDERLOIN PRIORITIES

TCAP has allocated additional \$190,000 from the department's budget to conduct a rehabilitation assessment and cost benefit analysis on Single Room Occupancy (SRO)¹ buildings in the Tenderloin. This funding is also supported by \$300,000 in philanthropic funds, which will extend the scope to a citywide assessment. Together, these efforts launched cross-sector collaboration focused on rehab SROs across the city.

1. Single Room Occupancy buildings provide extremely low-income residents with temporary and permanent housing and is a common housing typology in the Tenderloin. However, outdated amenities for dignified standards of living and lack of capital investment for upkeep have led to deteriorating conditions and underutilization of this important asset. Non-profit providers have also continued to experience fiscal deficit in operating these buildings, putting the City at fiscal risks.

TOBACCO PARAPHERNALIA PROHIBITION PLANNING CODE AMENDMENT

The TCAP team supported legislative planners with analysis of crime concentration to bolster the policy change proposal advocated by community leaders. These efforts together led to Tenderloin being the second area in the City to prohibit Tobacco Paraphernalia use in small businesses.

SS.3 Interagency Collaboration

TCAP's success relies heavily on interagency collaboration and coordination.

- ▶ **4 strategic priorities** on youth, public space, small business, and housing resulted in **additional staffing and resources** from interagency partners dedicating their expertise and resources to the Tenderloin, beyond their existing scope of work.
 - DCYF supported in-depth Tenderloin focused youth services gap analysis.
 - OEWD allocated staff and partnerships to support design and implementation of new grants.
 - HSH and MOHCD dedicated policy expertise to SRO rehab.
 - A close collaboration with SFMTA has allowed for the creation of Greenway and School Street pilots through temporary street closures; coordination around Quick Build projects and other placemaking efforts has allowed for interagency sharing of resources and information.
- ▶ **4 interagency partners** were involved in contracting and distributing **\$4 million** to ensure timely distribution, including MOHCD, OEWD, DPH, HSA.
- ▶ **Participating in Drug Market Agency Coordination Center (DMACC)**, TCAP bridges community development with street response and open-air drug market enforcement. TCAP facilitated formation of a Joint Task Force Inspection with **8 interagency partners** that prioritized enforcement of City codes on bad actor businesses resulting in code compliance and improved public life on the street next to small businesses.
- ▶ **Larkin Street Revitalization Framework:** Based on conversations and collaborations with community partners, TCAP developed a **framework for the revitalization of Larkin Street** - an important cultural and economic corridor in the Tenderloin. This framework aims to guide the coordination among current and future community-led initiatives and city agencies for strategic resource deployment to deliver a more powerful collective impact.



SS.4 Sustaining Impact

In addition to the direct funding, TCAP leveraged additional funding sources from local and philanthropic sources and stabilized funding for some services.

3 projects were newly incorporated into the City's budget with established funding and procurement processes.

- Park Stewards
- Clean Team
- Night Navigators

6 programs/projects were piloted for the first time, bringing a community dream into reality:

Night Navigators, Eid Celebration, Tenderloin Blackness, Golden Gate Greenway, Arab Youth Center, and the Teen Drop-In Center.



\$6.6 M

TOTAL ADDITIONAL FUNDING
LEVERAGED ACROSS 9 PROJECTS
AND PROGRAMS

Tenderloin Investment Blueprint Timeline

2024						2025											
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun						
Planning and preparation <ul style="list-style-type: none"> • TCAP Outreach Partners: <ul style="list-style-type: none"> • Design outreach process • Prepare first draft of Tenderloin Blueprint based on outreach and engagement <i>(TNDC, OCCO, Saint Anthony's, Glide)</i>						Public Vetting <ul style="list-style-type: none"> • Planning Commission Informational hearing • Outreach to existing organized groups (Identified in the Field Scan) • Two-three Focus Groups as needed • Community Open House 						Community Empowered TL Investment Blueprint <ul style="list-style-type: none"> • Planning Commission/Board Endorsement • Presentation to philanthropic funders 					

Tenderloin **Investment Blueprint launched** as an advocacy platform to uplift investment priorities for the neighborhood to draw and guide local, state and philanthropic funding.



Lessons Learned

1. Consensus Building is incremental but attainable.

The Tenderloin community has a deep-rooted tradition of advocacy, with many groups committed to shaping the neighborhood's future. As the Tenderloin Emergency Initiative concludes, building consensus remains one of the most complex yet crucial tasks for TCAP. Differing perspectives on policies surrounding homelessness and the open-air drug scene present ongoing challenges to collaborative problem-solving and support for residents.

To fulfill its mission of improving quality of life in the Tenderloin, particularly for its most vulnerable residents, TCAP has focused on areas where consensus is most achievable. By concentrating on four strategic priorities—youth investment, public space enhancements, small business support, and housing—TCAP aims to establish common ground and incremental progress.

TCAP's work on these four priorities is helping lay the groundwork for consensus-building around the more contentious but essential issues, including addressing open-air drug use and strengthening services for the unhoused.

Next Steps:

- **Secure resources to advance future priorities.** As community leaders are each working to establish common ground on addressing open-air drug use and strengthening services for the unhoused, the primary strategy over the next two years should focus on supporting and funding the implementation of the Tenderloin Investment Blueprint. This will provide a structured foundation for advancing shared goals and creating impactful, sustainable change.

2. Establishing a community leadership group that can both represent the neighborhood's diversity and foster timely collective decision-making has proven to be very challenging.

When TCAP officially launched in the summer of 2022, its initial goal was to establish a unified community stakeholder group representative of the neighborhood's diversity to guide decision-making and set priorities. However, differing policy perspectives among key stakeholders made early attempts to form such a group challenging, leading to division and ineffective decision-making.

In response, San Francisco Planning staff and community leaders adopted an alternative strategy, convening multiple groups to reflect the full spectrum of community perspectives. Planning staff participating in as many community-led meetings as possible to build capacity for stronger community leadership and elevate the voices of vulnerable groups that had been underrepresented. It's important to note that while this resource-intensive approach has strengthened inclusivity, it had also left some long-time advocates feeling deprioritized.

Looking ahead, TCAP could build a broader organizational base capable of collaborating on a Tenderloin Investment Blueprint—an inclusive advocacy platform for the neighborhood's diverse stakeholders.

Next Steps:

- **Build a broad coalition.** *Over the next few years, there are opportunities to create a broad stakeholder coalition capable of collaborating on a Tenderloin Investment Blueprint—an inclusive advocacy platform for the neighborhood's diverse stakeholders. TCAP's current outreach partners could support this effort by providing leadership training.*

3. Increased collaboration and coordination across City agencies and community organizations.

One of TCAP's major successes has been the robust coordination among City agencies and non-profit organizations, particularly in public space improvements and street safety efforts. The neighborhood has seen numerous planning initiatives and construction projects from multiple agencies, and by strengthening communication and aligning implementation strategies, project leaders have successfully pooled a considerable amount of resources, increasing community capacity overall. Street safety remains a paramount need in the Tenderloin, and the combined efforts by various ambassador teams have noticeably improved safety for Tenderloin residents and visitors. The Planning team's coordinated mapping of services, hours of operation, and geographic coverage has also provided an invaluable, real-time snapshot of ambassador activities at any location and time of day within the neighborhood.

Next Steps:

- **Strengthen newly established collaborative networks.**
Continue and expand partnerships to coordinate resources amongst City agencies and lead community organizations.

4. Community Action Projects are transformational but require organizational capacity.

Through the participatory budgeting process, TCAP successfully brought to life Community Action Projects that were otherwise not eligible through other City programs. In some cases, TCAP provided seed funding, while in others, funding supported pilot projects to test new ideas. However, balancing the need to build organizational capacity with ensuring timely project delivery proved challenging, particularly for younger organizations. Of the 21 funded projects, two were ultimately discontinued due to feasibility issues and limited organizational capacity.

Community Action Projects that were directly contracted under partner City agencies or sponsored by larger, established community organizations were significantly more successful. These projects achieved timely contracting, invoicing, and implementation and are either complete or nearing completion.

In contrast, projects sponsored by smaller community organizations or groups faced greater hurdles in

finalizing contracts, setting realistic timelines, and managing invoicing and reporting. While UWBA has been instrumental as a primary fiscal administrator, the limited participation of individual fiscal sponsors added to these challenges. Conversations with the TCAP project cohort highlighted this gap: project leaders stressed the importance of active fiscal sponsors who can provide advance funding and administrative support, enabling smaller or newer organizations to execute projects more efficiently.

Next Steps:

- **Consider an umbrella fiscal sponsorship model.**
Explore the potential benefit of having one shared fiscal sponsor for all community-based projects in the neighborhood.
- **Continue building capacity.** *Advocate for more stewardship and staff time for community projects to continue building neighborhood capacity and long-term sustainability of projects.*

5. Community Project Sponsors need support for marketing and grants administration.

The TCAP Community Action Project Leaders have deep expertise, assets, and passion in their respective project area and the needs, opportunities, and strengths of the Tenderloin. UWBA has identified Marketing and Grant Funds Administration as two areas

LESSONS LEARNED

for additional technical assistance, resources, and/or training.

Nearly all the projects have an element of marketing and community outreach that are key to the project's success. The projects would benefit from training and support around branding, designing for calls to action, social media and web best practices, the art of brevity, earned media strategies, and more. In addition to marketing, the project leads and the entire TCAP effort needs a foundation of grants administration and reporting. This includes budgeting, planning, reporting, documentation, government grant requirements and best practices.

Next Steps:

- **Marketing and management support.** *Develop and advocate for a dedicated Tenderloin Community Action Plan (TCAP) infrastructure that promotes neighborhood initiatives through cohesive branding and strategic marketing.*



Acknowledgments

San Francisco Planning Department

Rich Hillis, *Director of Planning*

Miriam Chion, *Director of Community Equity*

Kimia Haddadan

Shijia Lu

Aseel Fara

Ilaria Salvadori

Tolu Atoyebi

Kris Romasanta

Andrea Nelson (Former)

Kamene Ogidi (Former)

Thanks to:

Kelly Batson and United Way Bay Area for their continued partnership and supporting the management of 14 Community Action Projects.

Thank you to all City Agencies and Community Organizations that contributed to and participated in the TCAP process.

- Mayor's Office of Housing and Community Development
- Mayor's Office of Economic and Workforce Development
- Department of Human Services Agency
- Department of Public Health
- Department of Emergency Management
- Department of Children, Youth & Their Families
- The Office of District 5 Supervisor Dean Preston
- Department of Homelessness and Supportive Housing
- Department of Public Works
- San Francisco Municipal Transportation Agency
- San Francisco Recreation & Parks Department
- Department of Building Inspection
- San Francisco Police Department
- Bill Sorro Housing Program
- Central City SRO Collaborative
- Chinatown Community Development Center
- Civic Center Community Benefit District
- Code Tenderloin
- Curry Senior Center
- Glide Memorial Church
- Iftar Coalition
- Iman Network
- Luggage Store Gallery
- La Cocina
- La Voz Latina
- Lower Polk Community Benefit District
- Mid-Market Foundation
- New Community Leadership Foundation
- San Francisco Community Health Center
- Southeast Asian Community Center
- Southeast Asian Development Center
- St. Anthony Foundation
- Tenderloin Block (Safety) Groups
- Tenderloin Business Coalition
- Tenderloin Clubhouse - Boys & Girls Club
- Tenderloin Community Benefit District
- Tenderloin Community Elementary School
- Tenderloin Housing Clinic
- Tenderloin Merchants Association
- Tenderloin Museum
- Tenderloin Neighborhood Development Corporation
- Tenderloin People's Congress
- Tenderloin Walking Tour
- The Salvation Army Kroc Center
- Transgender Cultural District



San Francisco Planning

San Francisco Planning Department
49 South Van Ness Avenue Suite 400
San Francisco, CA 94103-3114
www.sfplanning.org