



# TENDERLOIN COMMUNITY ACTION PLAN (TCAP)

AN INVESTMENT BLUEPRINT FOR THE TENDERLOIN



PUBLIC DRAFT - 05.15.2025

San Francisco  
**Planning**

**TENDERLOIN**  
COMMUNITY ACTION PLAN

# Foreword

We have spent decades working in and calling the Tenderloin home. In that time, we have witnessed our fifty historic blocks weather recessions, gentrification pressures, containment strategies, and—most recently—a devastating public-health crisis. Yet what always rises above the hardship is our neighborhood’s instinct to organize, improvise, and look after one another. The Tenderloin Investment Blueprint is the clearest expression we have seen of that spirit made tangible. Born from thousands of conversations at stoop-side, sidewalk and community events, 1200 community surveys, youth focus groups, tenant meetings, and an 18-month neighborhood-wide vetting process led by five anchor partner organizations and the TCAP team, this document is both a roadmap and a promise: decisions about the Tenderloin will be driven by the Tenderloin.

The Blueprint’s seven investment priorities are a comprehensive plan where each element is as important as the others. All of the seven priority areas need support in order to achieve lasting and sustainable change. The seven investment priority areas reflect what residents and community stakeholders said we need to thrive. Each priority is backed by concrete strategies, timelines, and metrics—proof that this is more than a wish list. Already, the initial \$4 million City investment that launched the Tenderloin Community Action Plan has leveraged additional funding and provided real and tangible benefit to the community, underscoring what is possible when community insight guides public dollars.

For those of us who helped to outreach, draft, annotate, and revise these pages, the Blueprint is personal. It carries the laughter of youth mapping safe routes to school, the careful translations offered in Chinese, Arabic, Spanish and Vietnamese so every voice could be heard, and the steady resolve of residents who refused to accept that living in the Tenderloin means settling for less.

We offer this foreword as both gratitude and invitation. Gratitude to the neighbors, City staff, nonprofit partners, and small-business owners who showed up—sometimes after long work shifts or long school days—to shape this plan. And invitation to funders, agencies, and elected leaders: stand with us now. Align your budgets to these community-defined priorities, measure progress publicly, and join community in the ongoing work of stewarding our streets, nurturing our young people, and safeguarding the uniquely diverse character that makes the Tenderloin the beating heart of San Francisco.

It is equally important that the investment in resident empowerment and leadership development that facilitated this process continue to be supported by the city and community partners to ensure that this remains a community-guided effort. The Blueprint is a living document that will continue to be shaped and informed by the community.

Our neighborhood has never lacked vision; we have only lacked the sustained investment to match it. With the Tenderloin Investment Blueprint in hand, that changes. Let this document mark the turning point where resilience becomes renaissance—and where every Tenderloin resident, from a newly arrived family to a senior who has seen it all, can finally say, “This is our home, and it is thriving.”

Tenderloin Neighborhood Development Corporation  
Chinatown Community Development Corporation  
St. Anthony’s Foundation  
Tenderloin Community Benefit District



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# Executive Summary

San Francisco's Tenderloin neighborhood is a vibrant and culturally diverse community that for decades has been a haven for immigrants, artists, activists, LGBTQ+ individuals, and low-income communities from many different backgrounds—each contributing to the neighborhood's unique character and enduring spirit of resistance. Meanwhile, as an iconic part of San Francisco's greater downtown and a key connector to Civic Center, the Tenderloin is also celebrated for its eclectic nightlife, live music, diverse cuisine, and thriving arts scene.

However, the Tenderloin has long faced systemic challenges, including poverty, drug-related harm, and housing insecurity and homelessness—issues that have been deepened by chronic underinvestment, the COVID-19 pandemic, and the ongoing fentanyl crisis. These challenges have

impacted on the vulnerable populations living in this neighborhood: children, seniors, and people living with disabilities, communities of color. Nevertheless, the neighborhood is defined not by hardship, but by its extraordinary resilience, deep-rooted tradition of community activism, and strong community leadership, supported by a network of community-based organizations providing essential services.

Over the years, strategic initiatives have sought to uplift the Tenderloin. For example, the Tenderloin Health Improvement Partnership (2013) and the Central Market/Tenderloin Strategy (2015) have delivered tangible results to the neighborhood. In 2017, the Tenderloin People's Congress (TPC) brought together community members to envision the neighborhood's future, leading to the creation of Vision 2020. This grassroots effort directly inspired

the launch of the Tenderloin Community Action Planning (TCAP) process in 2021, in partnership with the San Francisco Planning Department.

Community advocacy persisted through the Covid-19 pandemic and the ongoing fentanyl crisis, resulting in the City's approval of an unprecedented \$4 million direct investment in 2022 to support community-led solutions, distributed through the TCAP process. The Planning Department facilitated the neighborhood's first participatory budgeting process, funding 21 Community Action projects across key priority areas: street stewardship, public space improvements, cultural celebrations, youth investments, community wellness, and small business support. These investments leveraged additional funding of at least \$6 million and brought positive change for the neighborhood by the neighborhood,

and once again a sense of pride for the community.

To sustain this progress and the community-driven approach, the Tenderloin community continued their advocacy, this time in the form of a plan to guide strategic investment for the next five years. Led by five core outreach partners—Tenderloin Neighborhood Development Corporation, St. Anthony Foundation, Tenderloin Community Benefit District, GLIDE Memorial Church, and Chinatown Community Development Center—and supported by the Planning Department- the TCAP Blueprint was developed. Community partners and leaders conducted an intensive and targeted outreach process, one that embodied building consensus amongst collective community voices as a foundation for long-term, community-driven impact.

The TCAP Blueprint serves as a two- to five-year investment blueprint for the Tenderloin, rooted in a shared community vision for an equitable, safe, and thriving neighborhood. Amid shrinking federal support and constrained City budgets, the Blueprint presents a unified set of community-driven priorities to inform decision makers, Departments, and the broader philanthropic funders as they balance competing priorities citywide or in the region.

The TCAP Blueprint outlines seven interdependent top community investment priority areas, each with recommended strategies, key actions, and targets for

success. This interconnectedness indicates that any change or impact in one area affects the entire framework, underscoring the importance of a comprehensive, collaborative approach. Together, these strategies form a centralized framework and coordinated neighborhood-based roadmap to realize the Tenderloin community's vision:

- 1. Street Stewardship and Cleanliness:** *Street stewardship is essential as long as the current state of crisis continues on the neighborhood streets. neighborhood safety and livability.*
- 2. Eliminating Open-Air Drug Trade and Use:** *The community is calling for sustaining action to disrupt and dismantle open-air drug markets*
- 3. Public Space Improvements and Activations:** *Immediate and sustained investment in activation, placemaking, and stewardship is paramount to create the safe and healthy public space network the Tenderloin deserves.*
- 4. Youth Investment:** *Invest in youth-centered spaces and programs to help disrupt the current pipeline of youth participating in the open-air drug market.*
- 5. Strengthening Services for Community Wellness:** *Improve access to substance use and behavioral health treatment, complemented by mental health and wellness support for vulnerable families and immigrant communities who live*

*through the most visible impact of opioids crisis and open-air drug market*

- 6. Small Business Support:** *Revitalize the economic and cultural vitality of the Tenderloin's commercial corridors and support existing and new businesses to prosper.*
- 7. Housing:** *Rehabilitate and reuse SROs to provide dignified living conditions, and protect tenants, expand affordable family homes, and deliver on-site support that keeps residents stable and thriving.*

### How to Use this Document

The TCAP Blueprint is a community-led plan, crafted by the Tenderloin community to serve as a practical tool for investment and action. This blueprint is not just a call to city agencies, nonprofit partners, and philanthropic funders; it is an invitation for all to strive for aligning their decisions, investments, and efforts with the shared priorities set by the community. By grounding future initiatives in the community-driven priorities and strategies outlined here, users will ensure their efforts are collaborative, responsive, and grounded in the lived experience and vision of the Tenderloin community, with a strong commitment to its future.





Tenderloin Blackness Event at Tenderloin Museum

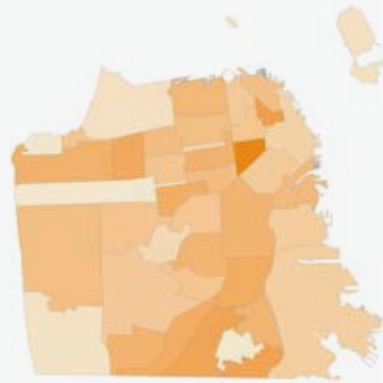
# Tenderloin At-A-Glance

The Tenderloin is a vibrant and diverse community. It is home to immigrants, families, seniors, children, veterans, and individuals with disabilities. With a population density five times higher than the rest of San Francisco, the neighborhood has the highest concentration of children and second highest density of seniors in the city.

A majority of the Tenderloin residents (70 percent) are from American Indian, Black, and other communities of color, compared to 63 percent citywide.

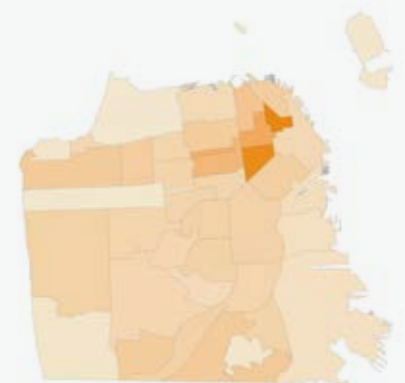
It's also a place where language diversity thrives, with half of the population speaking languages other than English at home. In comparison, 43 percent of the population speak non-English languages at home in San Francisco.

Figure 1: Population Density of Youth (18 and under)



With 2600 children under 18 years old, the Tenderloin has the highest concentration of children compared to other neighborhoods. (U.S. Census Bureau)

Figure 2: Population Density of Seniors (60 and over)



With 8400 seniors aged above 60 years old, the Tenderloin has the second highest concentration of seniors in the city, just lower than the Chinatown. (U.S. Census Bureau)

Figure 3: Tenderloin Population by Race and Ethnicity

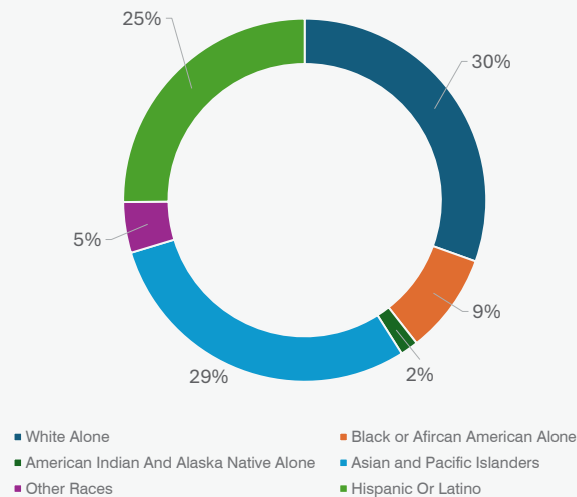
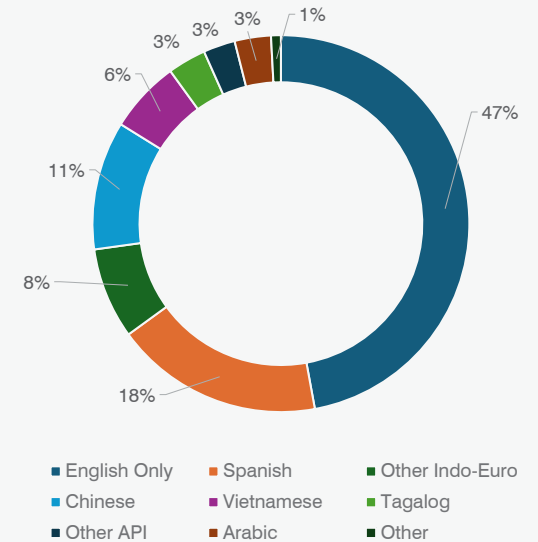


Figure 4: Language Spoken at Home by Tenderloin Residents





The Tenderloin houses the majority of Single-Room Occupancy (SRO) units in San Francisco, with most households in the area being non-family units, where many individuals live alone in these relatively affordable SROs. According to U.S. Census, 67 percent of the households in the Tenderloin are non-family households with person living alone in 2023.

“The Tenderloin’s diverse population enriches both the neighborhood and the city with cultural vibrancy. However, due to its predominantly low-income residents, many rely on essential services provided by the city. The median household income in the Tenderloin, \$43,887 in 2023, is less than one-third of the city’s average (\$141,446).

With the majority of households renting, they also endure a higher rental burden than in other parts of the city. Renters in the Tenderloin are consistently burdened by rental costs. In 2023, 47 percent of households are paying more than 30 percent of their income on rent, compared to 36 percent for the city, highlighting the broader affordability challenges affecting the residents of the neighborhood.

Figure 5: Tenderloin Household Types

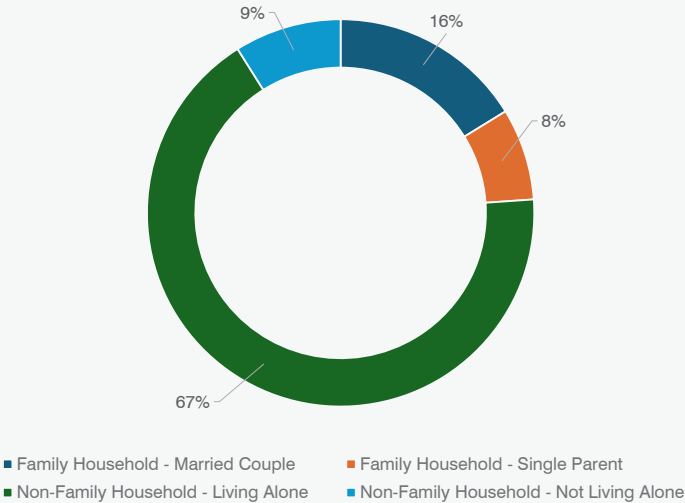


Figure 6: Tenderloin Median Household Income

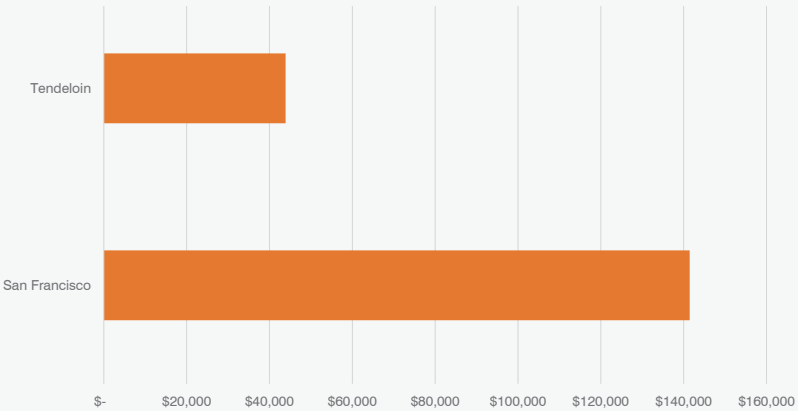
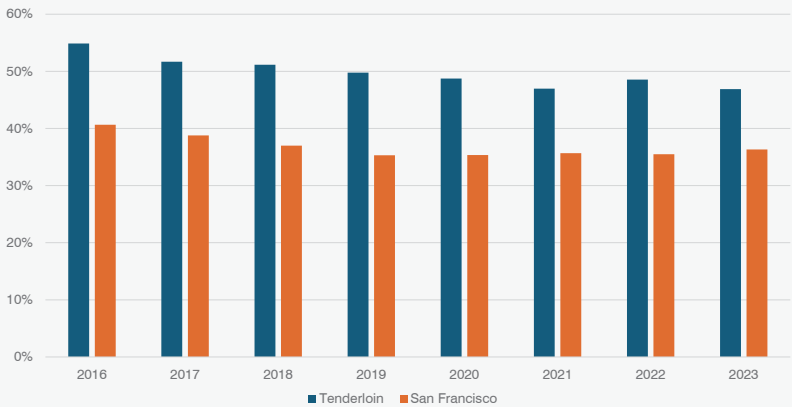


Figure 7: Tenderloin Share of Rent-Burdened Household



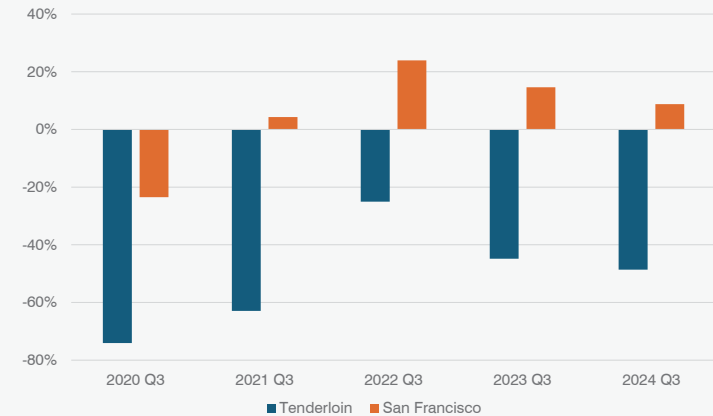


The Tenderloin is home to a vibrant array of small businesses, ranging from ethnic grocery stores and restaurants to bars and community service providers. Many of these businesses are immigrant-owned, reflecting the neighborhood's rich cultural diversity, with numerous establishments serving the Asian, Latinx, and African American communities.

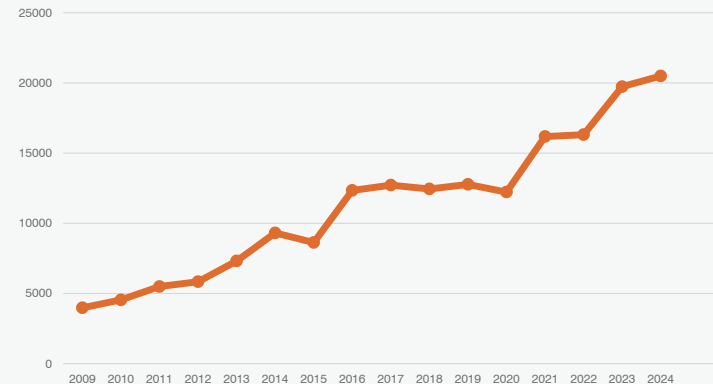
However, these businesses have faced significant challenges since the pandemic, compounded by issues like unclean streets and the presence of an open-air drug market. As a result, the Tenderloin continues to struggle with recovery from the pandemic, as reflected in consistently lower sales tax revenues compared to the same quarter in 2019. In contrast, the city's overall sales tax revenues have surpassed those of the same period in 2019.

Street cleanliness remains a persistent concern. 311 requests have shown an overall upward trend from 2009 to 2024, with significant increases since the pandemic. Meanwhile, while police incidents have steadily decreased since 2010, reports began to rise again after the pandemic. In particular, drug violation police reports from 2018 to 2024 show a clear upward trend, with report numbers increasing steadily each year. Recent years have recorded significantly higher figures compared to pre-pandemic levels.

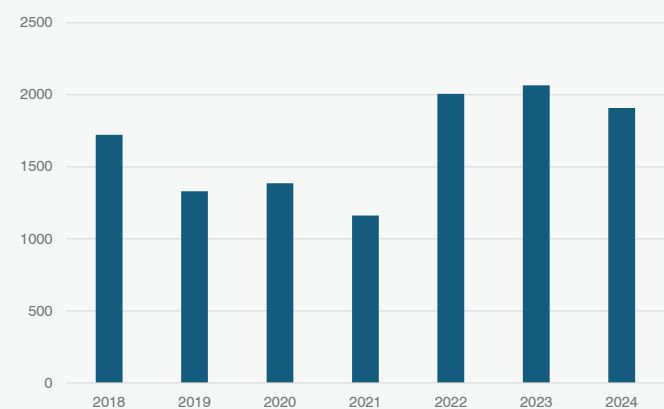
**Figure 8: Sales Tax Revenues Compared to 3rd Quarter 2019**



**Figure 9: Street Cleanliness 311 Requests since 2009**



**Figure 10: Drug Violation/Offense Incident Report since 2018**



# TCAP Community Impact

In 2022, the City invested an unprecedented \$4 million to the Tenderloin, as the Tenderloin Emergency Initiative transitioned into sustained operations. SF Planning was identified as the agency to manage and invest in the community and build on the community's work as part of the TCAP process. In the past three years, the investments supported community leadership and brought to life community-led solutions. The work reflects the collaborative efforts of Tenderloin residents, businesses, community organizations, and city agencies. The initial \$4 million investment has leveraged at least another \$6.6 million in funding for the neighborhood.

TCAP's community impacts are three-pronged:

1. TCAP elevates community's voice and leadership to directly engage in allocating resources to their priorities: TCAP piloted a first-of-its-kind participatory budgeting process, allowing Tenderloin residents to vote on allocating \$3.5 million in city funds, empowering residents to make decisions shaping their own neighborhood. TCAP emphasized and funded community leadership and engagement. Working with five key organization, TCAP deepens community engagement and builds consensus to address local priorities. SF Planning staff participated in and facilitated many community

meetings with accessible tools.

2. TCAP invests in and connects the community, bringing funding to 21 community action projects and small business grants through cross-sector and interagency partnerships. This includes over \$2.3 million in additional funding secured for Public Space projects, 2,250 square feet of vibrant new murals, 235,000 fresh meals provided to SRO residents, the launch of the first-ever Tenderloin Arab Youth and Teen Drop-In Centers, and 12 community celebration events that have served more than 10,000 residents in the Tenderloin.
3. Finally, TCAP prioritizes building community capacity and collective advocacy to sustain strategic investments and create lasting impact. Through strong partnerships with organizations and city agencies, and with support from United Way Bay Area, TCAP provided technical assistance in project management and problem-solving to project sponsors. Notable interagency collaborations have led to street revitalization pilots, enhanced enforcement of city codes, and improved street conditions. By fostering sustained collaboration, TCAP has expanded resources, enhanced capacity, and secured funding from local and philanthropic sources to ensure long-term community impact.

## TCAP Impact Highlights

**26+** Partnering CBO's

**17+** Partnering City Agencies

**21** Community Action Projects

**\$6.6M** Additional Funding Leveraged At Least



# TCAP Impact Highlights

**47% Night  
Navigator  
Encounters  
Resulted in MOUD  
Starts Through  
BEAM Program**

**8 Housing  
Workshops for 480  
Arabic Speaking  
Individuals**

**10,000+  
Residents Served**

## Lessons Learnt from TCAP Participatory Budgeting (PB)

TCAP PB process offered an opportunity for Tenderloin residents to directly shape their neighborhood by ideating, voting, and funding community-driven initiatives.

- 1. *PB can seed new programs:*** PB in the Tenderloin supported new pilot programs like Arab Youth Mental Health Center, Eid Festival, Night Navigators. New programs are often not competitive in City's Request for Proposals (RFP) processes, which emphasizes on demonstratable results. PB, on the other hand, can support testing new community ideas and pilot projects that might otherwise be overlooked. Night Navigator Program has since been scaled up and incorporated into the City's budget, supporting some of the highest service connection rates within the City's street outreach. Similarly, the Eid festival led to a larger-scale event hosted by Supervisor Bilal Mahmood, collaborating with another successful and evolving TCAP project, Golden Gate Greenway.
- 2. *PB can prioritize placemaking efforts:*** PB can support community-led placemaking initiatives, especially tactical interventions on streets and projects such as Elm Alley School Street, Myrtle Alley activation, or Golden Gate Greenway.
- 3. *PB can strengthen community services:*** Allocating PB funds to bridge potential funding gaps to strengthen services. For example, TCAP provided additional funding to support safe passage, cleaning crew, and park stewards, as well as meals for SRO residents.
- 4. *PB can foster community pride:*** Inclusive outreach strategies, community leadership, and capacity building through project implementation can foster a sense of pride and ownership, and bring about a platform of success for the neighborhood by the neighborhood
- 5. *PB can cultivate city-community partnership:*** By involving residents in every stage of decision-making—from identifying community needs to developing final project scope and budget to providing ongoing technical assistance—TCAP PB fostered mutual trust, increased community capacity.

# Tenderloin Investment Blueprint

## How to Read the Blueprint

The Blueprint outlines seven priority areas, each supported by recommended strategies, key actions, and clear measures of success. The budget figures presented for each strategy represent the total estimated needs, encompassing existing resources already allocated by the City, as well as additional targeted funding augmentation required from other local, state, philanthropic sources. When relevant, case studies are included to illustrate real-world applications and spark actionable ideas.

### PRIORITY TITLE

#### Sl: Strategy Statement

This paragraph outlines the overall goal of the strategy, describing the desired changes in the community and explaining why the strategy is important for Tenderloin residents.

#### KEY ACTIONS:

- This list includes specific, actionable initiatives or projects that fall within the strategy. These are grounded in what residents and community partners have said is needed most.

#### COMMUNITY'S TARGET:

- This section presents potential indicators of success for this strategy. Grounded in community vision, these outcomes provide examples of metrics to evaluate what meaningful progress could look like.



#### TIMELINE:

Recommended funding term ranging from 1–5 years.



#### COLLABORATING AGENCY:

The City department(s) with whom the community could collaborate to implement the proposed strategy.

#### Case Study

This section provides an example of a similar initiative that has been successful, either in the Tenderloin or elsewhere.

## ACRONYMS

**BUF** – Bureau of Urban Forestry

**CBD** – Community Benefit District

**CCDC** – Chinatown Community Development Center

**DCYF** – Department of Children, Youth, and Their Families

**DEM** – Department of Emergency Management

**DMACC** – Drug Market Agency Coordination Center

**DPH** – Department of Public Health

**DPW** – Department of Public Works

**HRC** – Human Rights Commission

**HSA** – Human Services Agency

**HSB** – Department of Homelessness and Supportive Housing

**MOHCD** – Mayor's Office of Housing and Community Development

**OCEIA** – Office of Civic Engagement & Immigrant Affairs

**OEWD** – Office of Economic and Workforce Development

**REC** – Recreation and Parks Department

**SFMTA** – San Francisco Municipal Transportation Agency

**SFPD** – San Francisco Police Department

**SRO** – Single Room Occupancy (Hotel)

**SUD** – Substance Use Disorder

**TCAP** – Tenderloin Community Action Plan

**TAY** – Transitional Age Youth

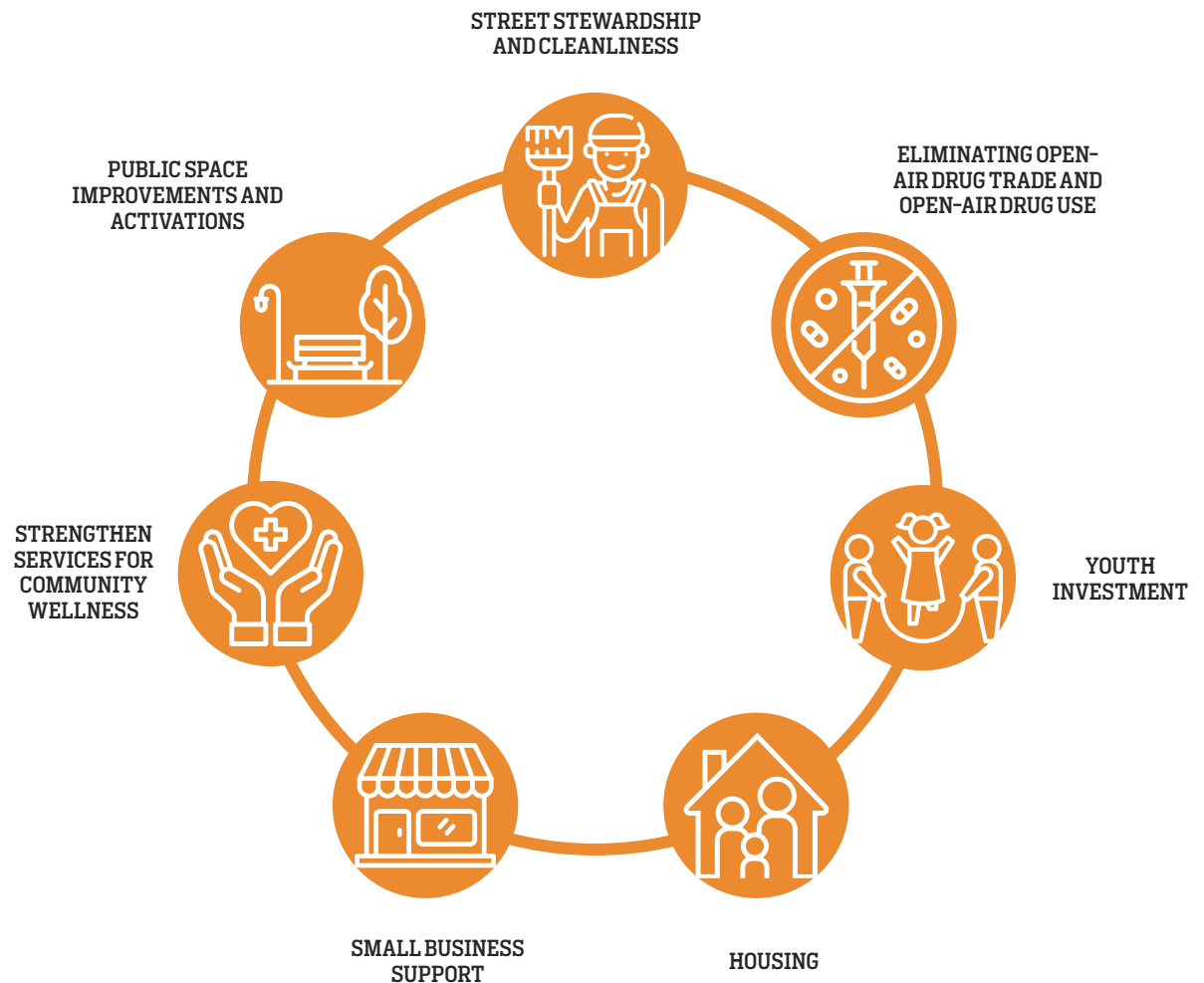
**TEI** – Tenderloin Emergency Initiative

**TNDC** – Tenderloin Neighborhood Development Corporation



**The Blueprint** is a community-led plan facilitated by San Francisco Planning Department. Through community leadership, and community-led outreach and engagement, Tenderloin community stakeholders and residents built consensus and developed seven priorities and the associated strategies and actions. The Blueprint is not just a call to city agencies, nonprofit partners, and philanthropic funders; it is an invitation for all to strive for aligning their decisions, investments, and efforts with the shared priorities set by the community.

The seven priorities and their associated strategies are interdependent, each influence the others. This interconnectedness indicates that any change or impact in one area affects the entire framework, underscoring the importance of a comprehensive, collaborative approach.



## STREET STEWARDSHIP AND CLEANLINESS



### **S1. Create 24/7 Safe Routes with Improved Coordinated Neighborhood Stewardship**

Designate Leavenworth, Turk, and Eddy as safe routes with 24/7 coordinated stewardship to enhance safety, cleanliness, and quality of life for residents and workers, especially families, children, and seniors.

### **S3. Provide Resource Updates for Transparency and Community Empowerment**

Regularly publish maps and data on cleaning, ambassadors, and street response resources in the Tenderloin to enhance transparency and accountability, and empower the community with insights on services, gaps, and outcomes.

### **S2. Sustain Resources and Enhance Effectiveness for Neighborhood Stewardship and Cleaning**

Enhance the effectiveness of ambassador and cleaning programs through unified coordination, implementation protocols, and consistent and daily communication within cleaning and stewardship service providers, while maintaining the scale of resources.

## ELIMINATING OPEN-AIR DRUG TRADE AND OPEN-AIR DRUG USE



### **E1. Sustain Drug Market Enforcement Operations**

Sustain the Drug Market Agency Coordination Center to dismantle high-density drug dealing and illegal vending during the day and at night, strengthening enforcement efforts, and enhancing coordination among enforcement agencies.

### **E3. Prevent the Relocation of Open-Air Drug Activity**

Prevent the continuous relocation of open-air drug activity by implementing a place-based strategy that prioritizes service provision, with enforcement measures for those who repeatedly refuse help, to ensure long-term stability and accountability in the Tenderloin.

### **E2. Strengthen Unified Street Outreach Focused on Removing Open-Air Drug Use**

Strengthen coordination among outreach teams, ambassador programs, and data systems to improve tracking and evaluation of outreach outcomes.

### **E4. Create a Children's Safe Zone**

Create a Children's Safe Zone with enhanced safety measures and standards, focusing on areas within the Tenderloin with a high concentration of families, children, and youth services.



## PUBLIC SPACE IMPROVEMENTS AND ACTIVATIONS



### **P1. Promote Recurring Art and Cultural Programs**

Support sustained resources for community-based organizations to offer weekly public events such as street fairs, cultural festivals, and outdoor recreational activities for youth and families to celebrate Tenderloin's artistic landscape and cultural diversity.

### **P3. Increase Overall Green Footprint of the Tenderloin**

Increase opportunities for greening of streets and public spaces to meet the 100% green footprint goal by completing planting all available tree wells and install green planters at more constrained locations.

### **P2. Prioritize Placemaking Initiatives at Alleys, Streets, Neighborhood Entrances and Commercial Corridors**

Facilitate support for community-based installations such as local art, ground murals, signage, landscaping and parklets with the goal of transforming selected alleys, streets, neighborhood entrances and commercial corridors into active neighborhood plazas, School Streets, and event spaces for Tenderloin youth, seniors, residents and visitors.

### **P4. Adapt Underutilized or Vacant Sites as Additional Open Spaces through Public-Private Partnerships**

Recapture the potential of selected underutilized sites through temporary activations, site leases, or acquisitions in partnership with private property owners and/or future developers.

## STRENGTHEN SERVICES FOR COMMUNITY WELLNESS



### **W1. Strengthen Coordinated and Culturally Responsive Care and Services for immigrant communities**

Increase culturally competent and multilingual services for immigrant communities in the Tenderloin to support mental health, financial literacy, immigration services, and victims of domestic violence.

### **W3. Strengthen Low-barrier Substance Use Treatment Programs available on the streets**

Prioritize expansion of programs that provide low-barrier access to substance use treatment by scaling and integrating successful models of unified street outreach, service connection during night-time, and on the street telehealth substance use treatment prescriptions.

### **W2. Integrate expanded Substance Use treatment and behavioral health resources**

Co-locate additional services needed to address SUD treatment gaps and integrate with broader behavioral health treatments within existing sites by consolidating and removing services that no longer are successful or addressing the needs, while considering new sites throughout the city.

## YOUTH INVESTMENT

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### **Y1. Increase Low-Barrier Low-Structure Programming for Teens and Transitional Age Youth (TAY)**

Provide a safe space for teens and TAY to connect, engage in activities like sports, cultural events, and creative workshops, and build community with accessible programming.

### **Y3. Provide Culturally Responsive Programs for Immigrant Youth**

Expand immigrant youth access to resources and educational support to strengthen inclusive and responsive service delivery, through focused outreach, strong partnerships, and tailored, culturally responsive programs.

### **Y5. Enhance Coordination Amongst Youth Services Providers**

Develop a youth service coordinator program to strengthen collaboration among youth service providers, fostering partnerships with nonprofits, schools, and key stakeholders to better support Tenderloin children, youth, and families.

### **Y2. Strengthen Youth Workforce Training and Job Placement Programs**

Enhance youth workforce development programs that offer career exposure, and skill-building resources, and apprenticeship opportunities, especially for disconnected teens and TAY.

### **Y4. Expand Opportunities Tailored for Youth Involved in the Justice System in the Tenderloin**

Develop comprehensive programs for justice-involved Tenderloin youth, providing targeted and individualized support to empower them to build positive futures and stay away from open-air drug markets.

## SMALL BUSINESS SUPPORT

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### **B1. Stabilizing Existing Businesses**

Support the stability and growth of existing businesses by providing flexible grants designed to meet diverse operational needs and paired with tailored, in-language business planning, training, and technical assistance.

### **B2. Improve Storefront Condition**

Support businesses in façade enhancements and physical upgrades through funding, permitting, and project management support to enhance cultural identity, attract customers and boost business activities.

## SMALL BUSINESS SUPPORT

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### **B3. Support Entrepreneurs in Filling Vacancies**

Attract community-serving entrepreneurs to fill vacancies and activate storefronts by engaging property owners and offering comprehensive services, including real estate brokerage support, leasing assistance, and tailored small business development resources.

### **B4. Enhance Neighborhood Commercial and Cultural Corridor**

Strengthen the vibrancy and identity of neighborhood commercial corridors—such as the Larkin corridor—through community-based installations, cultural programs, and strengthened zoning protections that recognize the Tenderloin’s residential-commercial character, similar to Neighborhood Commercial Districts citywide.

## HOUSING

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### **H1. Improve Conditions of Existing Deeply Affordable Housing**

Address the quality of existing deeply affordable housing, particularly non-profit owned and operated SRO buildings, through policy reform, removing regulatory barriers to cost-effective rehabilitation, and advocacy for dedicated state funding for rehabilitation.

### **H3. Expand Access to Supportive Resources for Residents of Affordable Housing**

Enhance integrated behavioral health and substance use treatment services to support PSH and SRO residents by improved connections to external care and service provider systems in the neighborhood as well as increasing on-site services where appropriate.

### **H2. Protect Vulnerable Residents at Most Risk of Homelessness**

Increase rental subsidies and rental assistance to stabilize vulnerable households, including seniors, families with children, youth, individuals with behavioral health issues or disabilities, and families with children.

### **H4. Improve Access to Affordable Housing for Families and Transitional Aged Youth**

Advance the citywide pipeline of 100% affordable housing—including projects in the Tenderloin—to increase housing access for families with children, especially large immigrant households, with enhanced culturally responsive support. For Transitional Aged Youth, advance pipeline of 100% affordable housing citywide, particularly high opportunity areas.







## Street Stewardship and Cleanliness

In the Tenderloin, stewardship programs like Safe Passage have been working for years to create safer conditions for children and families, residents, and workers. These programs provide a basic but essential service: making the streets cleaner and safer.

For many decades the Tenderloin has been ground zero for San Francisco's most visible crises: homelessness, tents on sidewalks, and a deadly open-air drug scene now worsened by the fentanyl epidemic. These conditions block everyday use of public space, erode community well-being, and make basic activities—like walking a child to school—feel unsafe. These programs aren't luxuries; they're essential to ensuring a baseline standard of living in the neighborhood.

In the past two years, in addition to increased enforcement, the City has expanded its network of ambassadors and cleaning teams who work daily to address these issues and improve public health, safety, and quality of life. Still, major gaps remain. Many programs stop by 7 p.m., leaving entire blocks without coverage during the hours when drug activity surges. Because the state of crisis is constant, progress can feel temporary: encampments, open-air drug use, and trash resurface

after dusk, or simply shift to nearby streets. Additionally, community residents have been frustrated by overlapping efforts from multiple agencies with inconsistent protocols, which lead to confusion, accountability gaps, and visible problems left unaddressed.

The community has made it clear: continue investing in these services and interventions but deliver better safe and clean street outcomes. These programs are costly and labor-intensive, yet they help rebuild safety, trust, and a sense of hope. Residents ask for 24/7 coordinated stewardship along major corridors and BART stations, enhanced coordination among ambassador programs, and increased transparency and accountability.

Street stewardship is the foundation for all other strategies within this Blueprint. Without clean, safe streets, investments in youth, small businesses, and public spaces can't succeed. As long as the Tenderloin remains the epicenter of the city's street crisis, targeted cleaning and safety programs aren't optional—they're a lifeline.



Photos

1. (top) TLCBD safe passage team
2. (bottom) TLCBD safe passage in action



### SI: Create 24/7 Safe Routes with Improved Coordinated Neighborhood Stewardship

Designate Leavenworth, Turk, and Eddy as safe routes with 24/7 coordinated stewardship to enhance safety, cleanliness, and quality of life for residents and workers, especially families, children, and seniors.

#### KEY ACTIONS:

- Deploy coordinated ambassadors at all hours within these routes
- Enhance lighting, signage and pedestrian-safety designs
- Enhance cleaning services within these routes

#### COMMUNITY'S TARGET:

- 50% decrease in 311 cleaning requests on safe routes
- 50% decrease in crime and safety incidents reported on safe routes



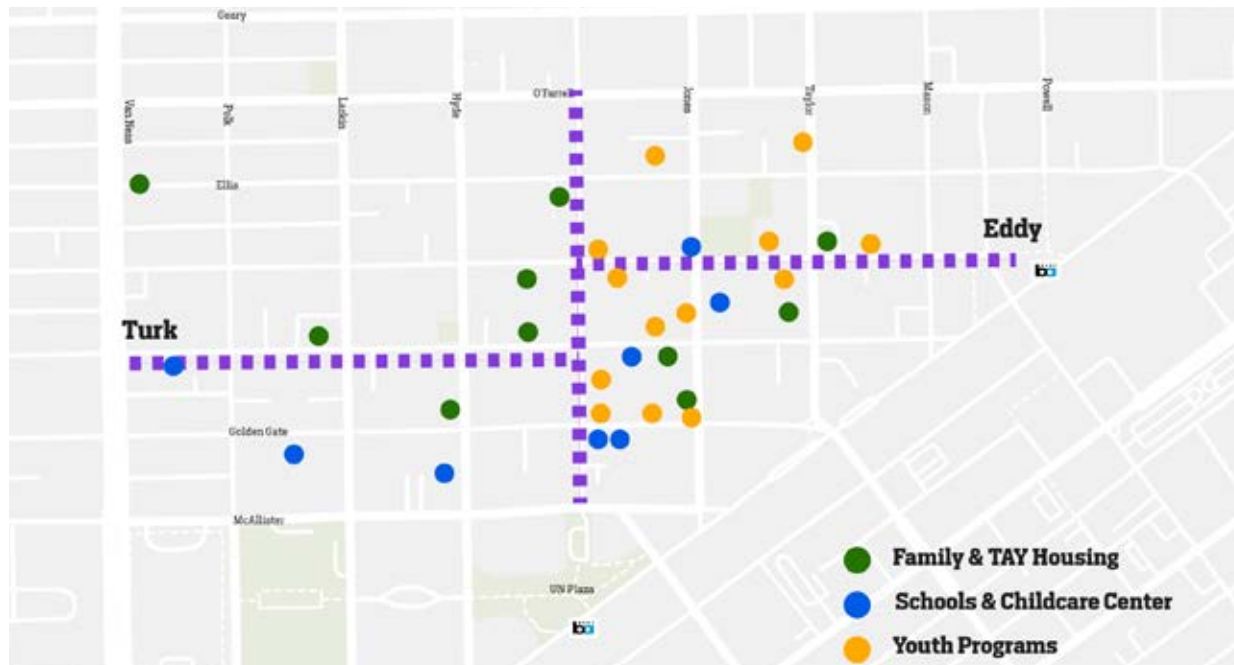
#### TIMELINE:

2 Years



#### COLLABORATING AGENCY:

DEM, SF Planning



**Figure 11: Proposed Tenderloin 24/7 Safe Routes**  
The proposed routes connects family and Transitional-Age Youth housing, schools and youth programs, as well as Bart Stations.





### S2: Sustain Resources and Enhance Effectiveness for Neighborhood Stewardship and Cleaning

Enhance the effectiveness of ambassador and cleaning programs through unified coordination, implementation protocols, and consistent and daily communication within cleaning and stewardship service providers, while maintaining the scale of resources.

#### KEY ACTIONS:

- Facilitate platforms for daily coordination across cleaning and stewardship ambassadors
- Implement dynamic deployment to hot spots daily
- Coordinate, communicate, and update protocols across various providers regularly

#### COMMUNITY'S TARGET:

- 50% reduction in crime and safety incidents reported in the neighborhood
- 50% decrease in 311 cleaning requests in the neighborhood



#### TIMELINE:

2 Years



#### COLLABORATING AGENCY:

DEM, OEWD, Public Works

### S3: Provide Resource Updates for Transparency and Community Empowerment

Regularly publish maps and data on cleaning, ambassadors, and street response resources in the Tenderloin to enhance transparency and accountability, and empower the community with insights on services, gaps, and outcomes.

#### KEY ACTIONS:

- Publish monthly metrics and quarterly service maps on designated website
- Attend community meetings to share trends and inform service improvement

#### COMMUNITY'S TARGET:

- Designated website page for information share-out
- 90% click rate for quarterly service maps updates



#### TIMELINE:

2 Years



#### COLLABORATING AGENCY:

DEM, SF Planning

# TENDERLOIN AMBASSADOR MAP

## (DAY SHIFT 7:00am - 4:30pm)

Map showing coverage of ambassador programs in the Tenderloin from 7:00am to 4:30pm. Ambassadorship includes, but is not limited to, safety, cleaning, safety, and support services. This map excludes Public Works and TLCBD regular cleaning services in the Tenderloin. Information presented in this map is subject to change depending on resources per zone and neighborhood needs. This map represents data as of January 29, 2025 and will be updated quarterly.

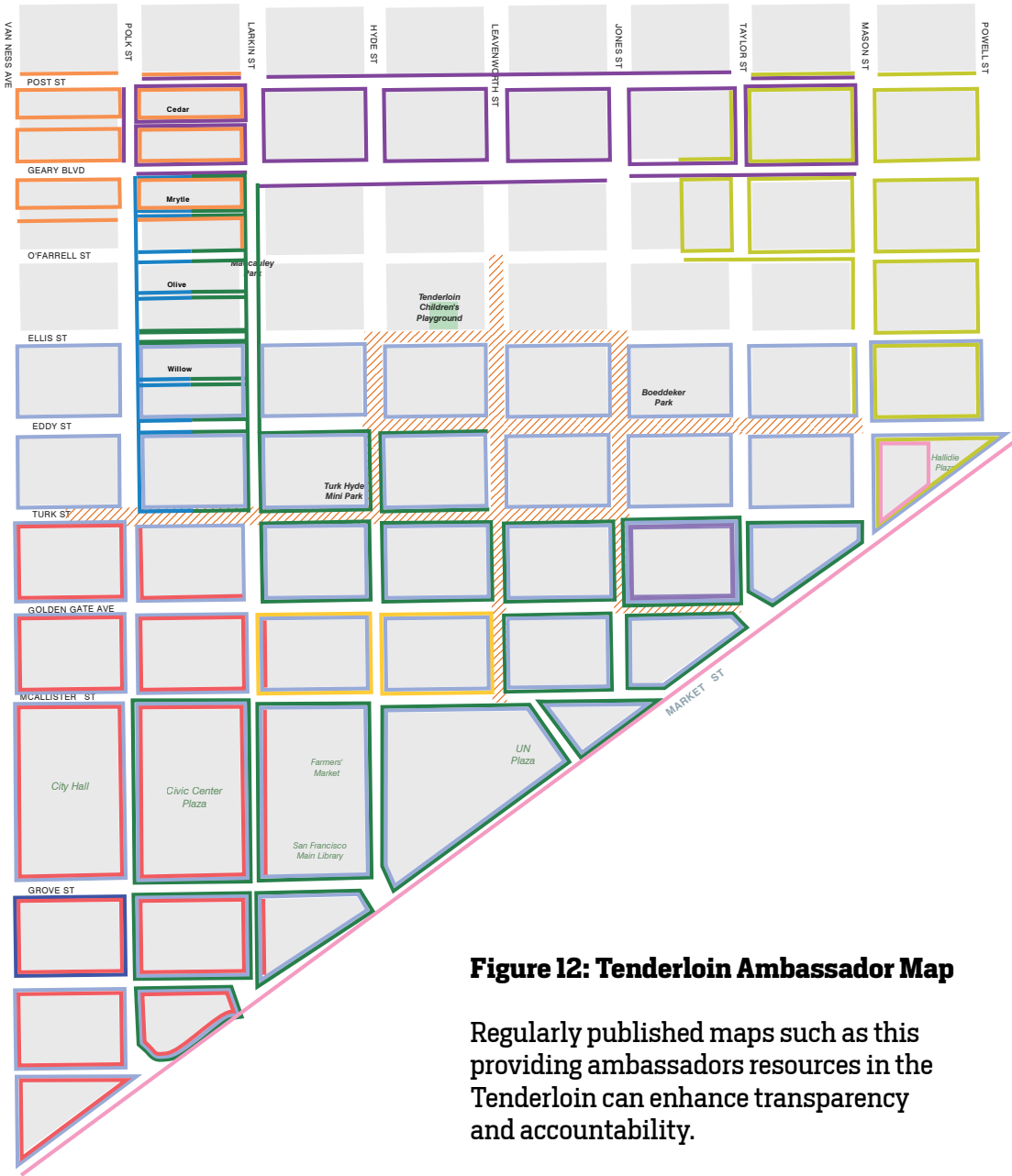
### MAP KEY

Ambassador Program	Safety	Cleaning	Wellness	Hospitality	Roving/Fixed	Schedule
Office of Civic Engagement And Immigrant Affairs	✓		✓	✓	Roving, with longer service at hotspots, 2 people per zone	9am - 4:30pm
Mid-Market/TL Community Based Safety Program (Urban Alchemy)	✓	✓	✓	✓	Fixed, some roving, 60+ posts including Next Street's posts	7am - 4:30pm Larkin Street ends at 3:30pm
Next Street		✓	✓		Staffing Included above	7am - 4:30pm Polk Street ends at 3:30pm
UC Law	✓	✓			Fixed	7am - 4:30pm
Code Tenderloin	✓		✓		4 ambassadors	7am - 3:30pm
Glide	✓	✓	✓		Roving	7:30am - 4:30pm
TLCBD Safe Passage	✓				Fixed	Mon - Fri: 8-10am M/T/Th/F: 2-4pm Wed: 1-3pm
Civic Center CBD	✓	✓	✓	✓	21 Full-time equivalent roving in CBD boundary	7am - 4:30pm
Union Square CBD	✓	✓		✓		6am - 4:30pm
Lower Polk CBD	✓	✓	✓	✓	1-2 Full-time equivalent safe program staff roving in CBD boundary	8am - 4:30pm
Mid-Market CBD*	✓	✓	✓	✓	13 Full-time equivalent roving	7am - 4:30pm

✓ Primary Service  
 ✓ Other Services Offered

Code Tenderloin also deploys 4 ambassadors under contract with SF Homeless Outreach Team (SFHOT) from 8am to 5pm covering Market/Howard Street, 8th Street, Jessie and Stevenson Alleys, and other areas in need in the Tenderloin, South of Market, Mission. In addition, ambassadors are contracted with Glide for its coverage area from 2pm to 9pm.

Mid-Market CBD's 13 FTE ambassadors also have presence on south side of Market Street and 6th Street from 7am to 7pm.



**Figure 12: Tenderloin Ambassador Map**

Regularly published maps such as this providing ambassadors resources in the Tenderloin can enhance transparency and accountability.





Boedekker Park



## Eliminating Open-Air Drug Trade and Open-Air Drug Use

While *Stewardship and Cleanliness* strategies are essential to maintain a basic standard of living in the neighborhood, community members overwhelmingly agree that “open-air drug trade and open-air drug use should be completely eliminated from the neighborhood.”

The human toll of the open-air drug market in the Tenderloin has been severe. Over 40% of the city’s overdose deaths occur in the Tenderloin and South of Market neighborhoods many in public view.

Between May 2023 and January 2024, over 42 pounds of fentanyl were seized in the Tenderloin, enough for 9.6 million potentially lethal doses. Assaults and drug-related crimes have increased since the onset of the COVID-19 pandemic. Home to the highest concentration of children in the city, the Tenderloin’s daily reality of open drug use, overdoses, and emergency responses put their safety, development, and well-being at constant risk. Local businesses are suffering, and the crisis has come to symbolize San Francisco’s struggles and threatening its broader economic future and tourism appeal.

In response to this crisis, the City launched the Drug Market Agency Coordination Center (DMACC) in May 2023, designed to improve interdepartmental collaboration

and disrupt the open-air drug trade. Since then, joint operations of DMACC and interventions such as the Tenderloin Retail Hours Restriction Pilot Program have led to visible improvements in some hotspots, and some areas once dominated by drug activity are now clear. However, drug market enforcement remains limited to just three to five days per week, and drug activity frequently resurfaces at night or shifts to new locations—highlighting the need for more sustained and consistent resources.

Community members emphasized the need to differentiate between drug dealers and drug users. Noting targeted enforcement on drug dealing and related crimes by DMACC led to visible progress on the streets, they expressed support for continued enforcement efforts. However, concerns remain about enforcement’s impact on drug users, particularly the risk of simply displacing people to nearby blocks and over-policing. There was broad agreement on the need for better coordination among street outreach teams and city-wide strategies to prevent displacement and improve connections to services and treatment. Still, many affirmed that law enforcement should remain a tool—especially when individuals who refuse services continue to pose a threat to public safety.

At the same time, the community recognizes that eliminating the drug trade and use fully from all areas is a multi-year process, and to ensure children’s safety in the meantime, they support establishing a dedicated Children’s Safe Zone. Families, service providers, and community leaders are calling for targeted safety measures in areas where children live, learn, and play, including 24/7 safe routes (a strategy in the Street Stewardship section), improved parks and play areas, and expanded investment in youth programs.

Sustained enforcement, stronger outreach coordination, and targeted protections are all essential towards restoring dignity and stability to the Tenderloin—so that no child is forced to grow up surrounded by a state of crisis.



### E1: Sustain Drug Market Enforcement Operations

Sustain the Drug Market Agency Coordination Center to dismantle high-density drug dealing and illegal vending during the day and at night, strengthening enforcement efforts, and enhancing coordination among enforcement agencies.

#### KEY ACTIONS:

- Maintain resources for enforcement at drug market hot spots in DMACC zones
- Advance laws and programs to prevent illegal fencing and improve enforcement
- Continue addressing bad-actor businesses contributing to drug trade hot spots

#### COMMUNITY'S TARGET:

- 50% decrease of number of drug-related police incidents reported
- Zero drug dealing hot spots within the Tenderloin



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

SFPD, DMACC, City Attorney, District Attorney, Public Works

### E2: Strengthen Unified Street Outreach Focused on Removing Open-Air Drug Use

Strengthen coordination among outreach teams, ambassador programs, and data systems to improve tracking and evaluation of outreach outcomes.

#### KEY ACTIONS:

- Develop shared street outreach metrics and publish public reports
- Establish ongoing coordination between ambassador programs and City outreach teams

#### COMMUNITY'S TARGET:

- 10% to 20% increase in the number of individuals accepting services on the streets



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DEM, DPH, HSH



### E3: Prevent the Relocation of Open-Air Drug Activity

Prevent the continuous relocation of open-air drug activity by implementing a place-based strategy that prioritizes service provision, with enforcement measures for those who repeatedly refuse help, to ensure long-term stability and accountability in the Tenderloin.

#### KEY ACTIONS:

- Expand or enhance service hubs, including mobile options
- Escalate intervention on public intoxication in drug use hot spots for services refused
- Coordinate enforcement across neighborhoods

#### COMMUNITY'S TARGET:

- 50% reduction of drug-related police incidents report



#### TIMELINE:

2 Years



#### COLLABORATING AGENCY:

SFPD, DMACC, DPH

### E4: Create a Children's Safe Zone

Create a Children's Safe Zone with enhanced safety measures and standards, focusing on areas within the Tenderloin with a high concentration of families, children, and youth services.

#### KEY ACTIONS:

- Expand daily SFPD resources for visible deterrence
- Add Children's Safe Zone signs, murals and lighting
- Fund culturally relevant programs for immigrant, transitional-age youth, and justice-involved youth

#### COMMUNITY'S TARGET:

- Designation of the Children's Safe Zone
- 50% increase in children and family participating in after school programs, and community events in Children's Safe Zone



#### TIMELINE:

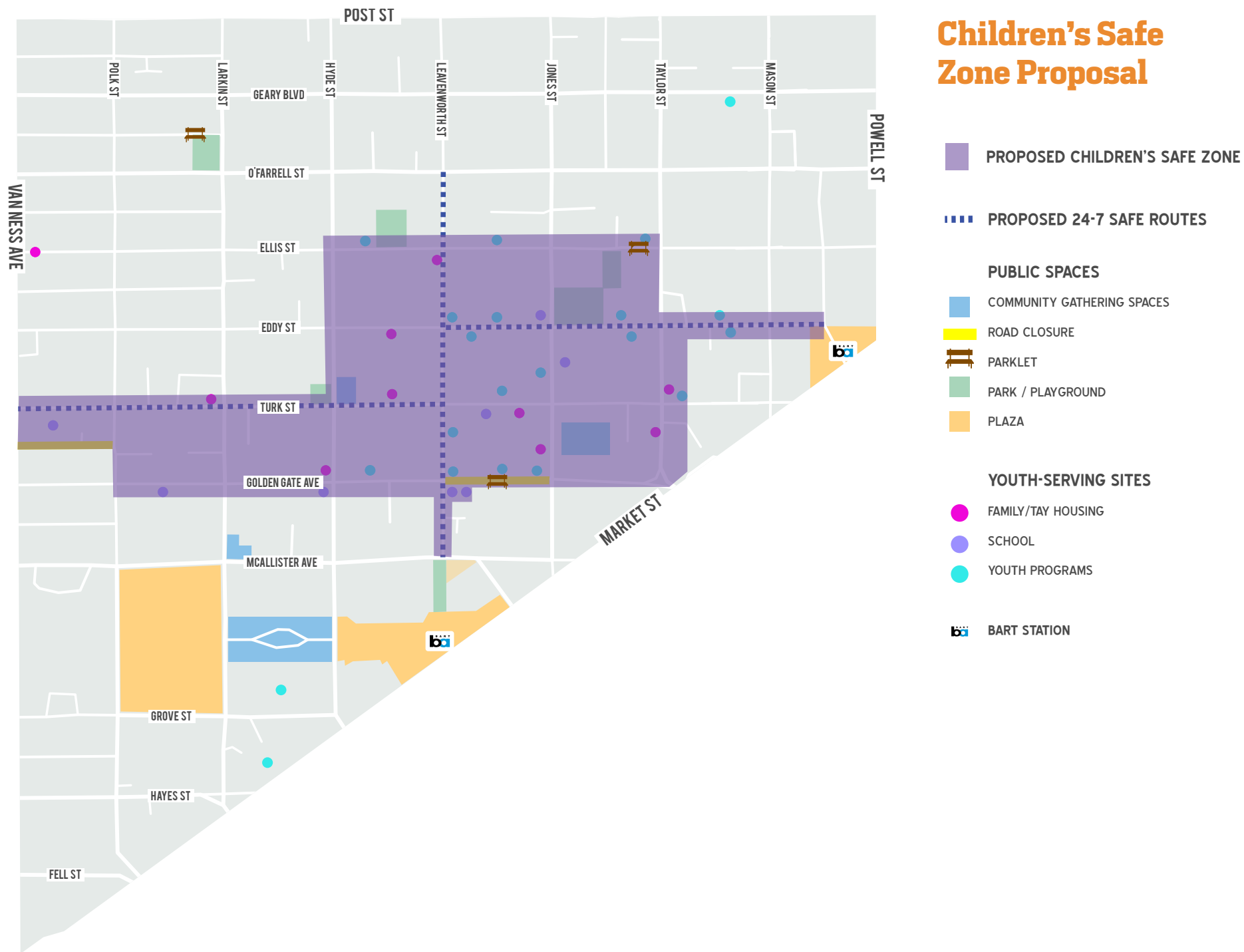
1-2 Years



#### COLLABORATING AGENCY:

SFPD, DEM, DCYF, OEWD





**Figure 13: Children's Safe Zone Proposal**



## E4: Create a Children's Safe Zone **cont.**

### Children's Safe Zone Proposal

The Tenderloin Children's Safe Zone proposal would be a place-based initiative designed to create a safer, healthier environment for children and families. Inspired by the Harlem Children's Zone, it would combine public safety, youth services, and public space improvements to support child and family well-being. The shaded area on the map indicates the proposed Safe Zone, with the initial phase focusing on areas near schools, youth programs, family and TAY housing, BART stations, and Safe Passage routes.

Building on existing efforts, the success of this effort would rely on the coordinated implementation of complementary strategies—street stewardship, public space activation, and youth investment—Together, these interconnected strategies could reinforce one another to drive meaningful, neighborhood-wide transformation. Specific ideas include:

1. Community Safety: a coordinated safety strategy that prioritizes deterrence, prevention, and care:
  - Daily SFPD resources and community-based safety teams
  - Regular cleaning and visible enforcement in areas impacted by open-air drug activity
  - Implementation of good neighbor policy by service providers
2. Public Space Enhancements: strategic improvements to parks, play areas, and sidewalks to support a child-friendly environment, including:
  - Installation of Kids Zone signage, murals, and public art
  - Enhanced lighting and visibility
  - Minor capital upgrades and placemaking efforts in high-traffic areas
3. Youth Services Expansion: targeted investments to address identified service gaps in youth support:
  - Culturally competent programming for immigrant and multilingual youth
  - Teen engagement, job readiness, and career exposure for disconnected TAY
  - Outreach and services for justice-involved and high-risk youth

This proposal builds off of an existing infrastructure of city investment, services and nonprofit programming in the neighborhood for a Tenderloin where children are safe, supported, and able to access programs that nurture their growth and potential.



Photos

1. (top) TLCBD Safe Passage
2. (bottom) Turk and Hyde Mini Park





## Case Study: Harlem Children's Zone (HCZ)

The Harlem Children's Zone is a nationally recognized model for place-based community transformation. Founded in the 1990s by Geoffrey Canada as a one-block pilot, HCZ now spans 97 blocks in Central Harlem. HCZ offers a cradle-to-career pathway of comprehensive services that empowers scholars, families, and communities with the opportunities needed to achieve life-changing social and economic mobility. Programs include responsive services and supports for everyone — from expectant parents to children of all ages, young professionals, and senior citizens.

Its holistic approach integrates education, health care, social services, and community development, all rooted in strong community engagement. HCZ's success is built on strategic partnerships—with public schools, healthcare providers, funders, and local organizations—and a commitment to addressing poverty at every level.

Harlem Children's Zone March





Dodge Alley Music Activation  
Source: TLCBD



# Public Space Improvements and Activations

Public Space is a fundamental tenet of urban living: it is the stage for public life that shapes social interactions and connects the fabric of a neighborhood. However, according to the Trust for Public Land, the Tenderloin has just 12 acres of park space for a population of approximately 40,000 residents, including a notably high number of seniors, individuals with disabilities, and the most children per capita in San Francisco. This equates to the highest population density with some of the lowest open space per capita in the city.

The neighborhood's limited open space—compounded by its dense children and senior population, significant concentration of unhoused residents, and ongoing issues with open-air drug market, street safety and cleanliness—makes public space in the Tenderloin highly contested. These spaces reflect ongoing tensions between community-serving uses, such as safe play for children and gathering space for families, and unsociable behaviors.

In response, several collaborative efforts by the community and City to combat chronic issues that negatively impact public space are emerging, which presents a timely opportunity to create infrastructure tailored to the community's unique landscape. These efforts recognize the need to transform non-traditional public spaces, such as alleys, streets, and commercial corridors,

into quality, community-serving public spaces that create a safe and enjoyable environment for the neighborhood's most vulnerable.

These efforts also call for a more creative approach to public space improvement and activation that prioritize low-cost, flexible interventions such as art installations, pop-ups, parklets and pedestrian plazas. They also emphasize the need to remove bureaucratic barriers that hinder the improvement or activation of both existing and emerging public spaces, and to invest sustained resources in their maintenance and stewardship. The goal is to support, in the near term, a safer and more welcoming environment where residents—especially seniors, children, and families—can gather, play, rest, and connect.

The community has also discussed the importance of turning around the often-negative image of the Tenderloin and celebrating its history, beauty and diversity through cultural festivals and public art installations. This community vision should be supported and sustained by a close collaboration with City agencies that can promote strategic policies to advance the Public Space agenda of the Blueprint, dedicate funding to priority projects and their sustained maintenance, and offer technical assistance during their implementation.



Photos  
1. (top) Golden Gate Greenway  
2. (bottom) Boeddeker Park



### P1: Promote Recurring Art and Cultural Programs

Support sustained resources for community-based organizations to offer weekly public events such as street fairs, cultural festivals, and outdoor recreational activities for youth and families to celebrate Tenderloin's artistic landscape and cultural diversity.

#### KEY ACTIONS:

- Establish partnerships to facilitate weekly art and cultural events in public spaces
- Dedicate staff to current and new projects
- Explore permit fee reduction for community-based organizations

#### COMMUNITY'S TARGET:

- 50% increase in number of cultural and social events annually
- 1-2 new afterschool programs hosted in the new public spaces
- Minimum 20% increase in number of attendees at existing public events.



#### TIMELINE:

ongoing



#### COLLABORATING AGENCY:

SF Planning, OEWD

### P2: Prioritize Placemaking Initiatives on Alleys, Streets, Neighborhood Entrances, and Commercial Corridors.

Facilitate support for community-based installations such as local art, ground murals, signage, landscaping and parklets with the goal of transforming selected alleys, streets, neighborhood entrances and commercial corridors into active neighborhood plazas, School Streets, and event spaces for Tenderloin youth, seniors, residents and visitors.

#### KEY ACTIONS:

- Incorporate Tenderloin placemaking initiatives into City work programs such as Groundplay and allocate City staff for project implementation → *more on next page*
- Support a permit reform to streamline city permits to build more placemaking installations
- Create private fiscal sponsorship models to increase funding opportunities and organizational capacity for community-based organizations implementing public space improvements
- Create new partnerships to sustain stewardship and operations of the Tenderloin National Forest to keep the space open and accessible to the public

#### COMMUNITY'S TARGET:

- 5 new placemaking initiatives indicating youth presence.
- 75% increase in youth and/or senior presence in key public spaces



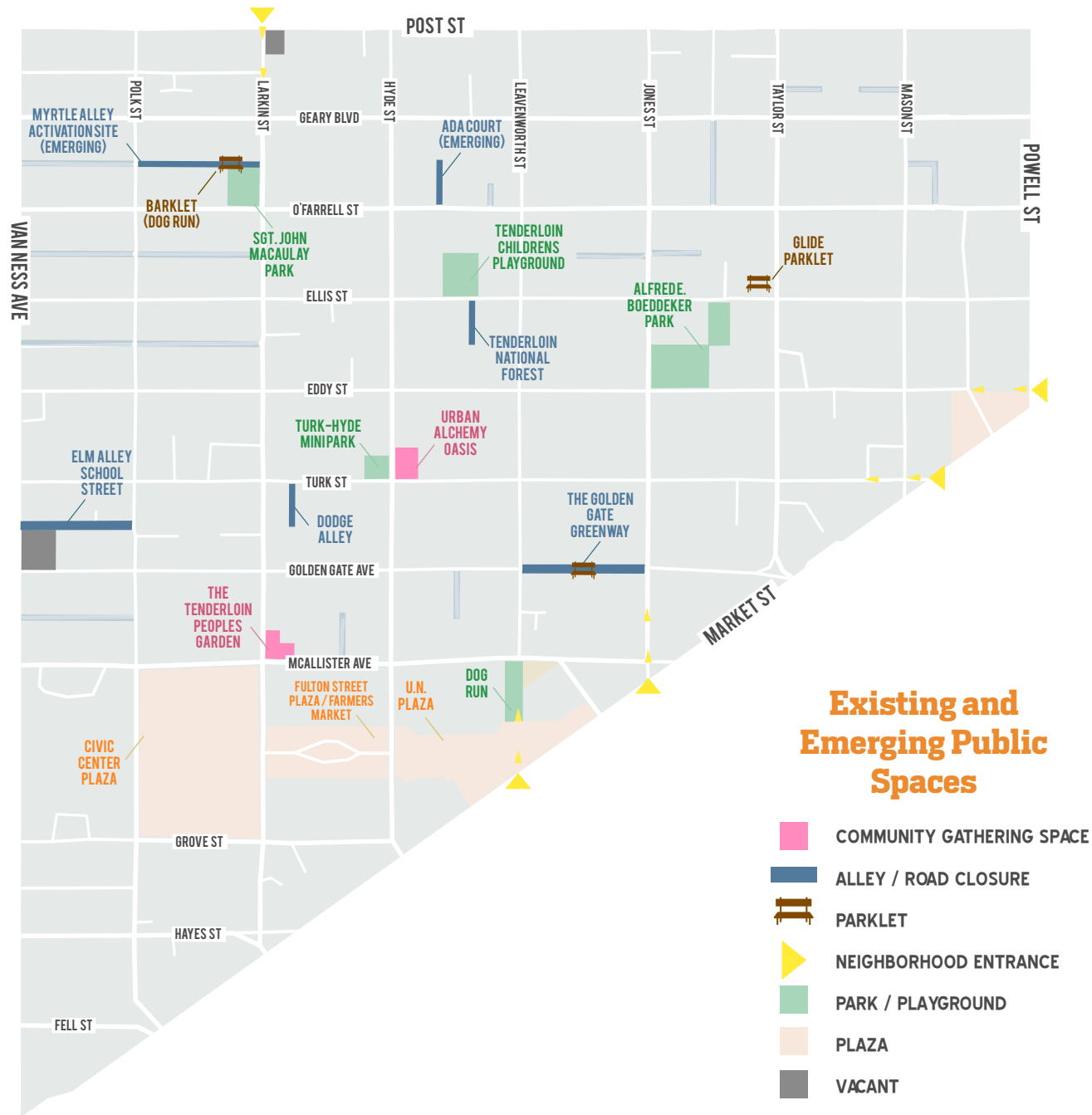
#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

SF Planning, Public Works, SFMTA, Arts Commission



### Emerging Community Projects:

- Complete a visionary School Street on Elm Alley, and community-led projects on Dodge Alley, Ada Court, and Myrtle alley
- Complete Golden Gate Greenway adapting to evolving community visions
- Placemaking on Larkin corridor and other emerging commercial or cultural corridors
- Neighborhood gateways such as McAlister north of UN Plaza as directed by the Civic Center Public Realm Plan
- Strengthen the Ellis Street entrance of Boeddeker Park by reopening the gate and by supporting temporary activations serving seniors, children and nearby residents.

**Figure 14: Existing and Emerging Public Spaces**



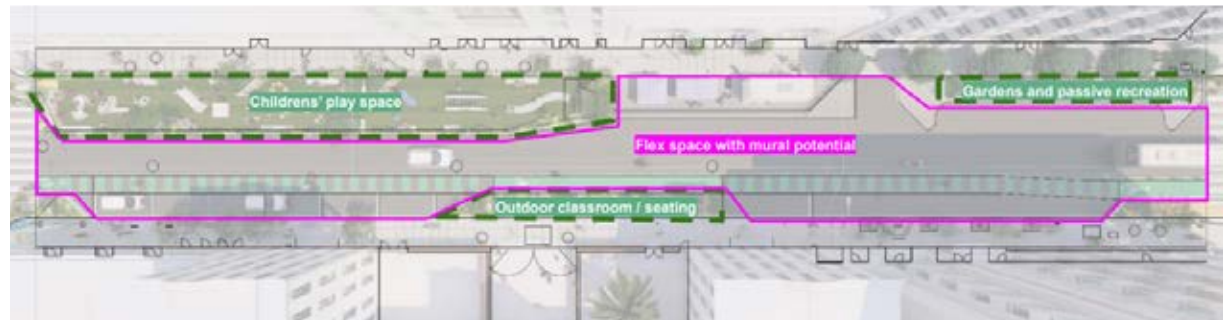


### Future Project: Golden Gate Greenway—A Vision for an Oasis in the Heart of the Tenderloin

The Golden Gate Greenway is a community-led vision to transform the 100 block of Golden Gate Avenue into a welcoming, safe, and vibrant public space in the heart of the Tenderloin. This vision was sparked by the St. Anthony Foundation during the COVID-19 pandemic, when they began closing the block daily to provide essential services like food distribution and testing. That moment laid the foundation for a broader vision that reimagines how the block can serve Tenderloin residents and address the open space disparity in the neighborhood.

The Greenway is supported by a coalition of over 20 local organizations, including eight key partners on the block: Lutheran Social Services, De Marillac Academy, St. Boniface Catholic Church, Wu Yee Children's Services, Mercy Housing, Boys & Girls Club, Larkin Street Youth Services, and 826 Valencia. The vision will reduce vehicle traffic from two lanes to one and activate Shared Spaces on both sides of the street. The community envisions a car-lite street with built-in traffic calming, dedicated space for play, and opportunities for community use, similar in spirit to a Slow Street.

The redesigned block will include a mix of flexible, multi-use zones. A dedicated play area will give Wu Yee and De Marillac students safe, daily access to outdoor space—right now, kids have to walk several unsafe blocks just to play, shared parklets will offer residents and block partners a place to eat, socialize, or host outdoor classes, and a central flex zone will support pop-up services like voter registration, mobile wellness programs, or temporary vendor access for senior housing. All the while, maintaining essential access for deliveries, paratransit, and school or church drop-offs.



Golden Gate Greenway Long Term Vision | Fauvescraper Studio





## Case Study: Elm Alley School Street

Elm Alley School Street is one of the key emerging spaces supported through the Tenderloin Community Action Plan (TCAP). Spearheaded by the Friends of Elm Alley, this initiative has transformed a formerly neglected, trash-filled alley adjacent to Tenderloin Community School into a School Street—a safe, car-free zone that supports school drop-off and pick-up while doubling as an informal play space for students and neighborhood children. The project reclaims public space to better serve families and children in the Tenderloin, creating a more welcoming and functional streetscape in an area with limited access to safe outdoor environments.

TCAP played a critical role in building momentum for the project by securing additional funding and resources to enhance the space through public art. This included support for a series of murals currently underway—spanning the building across from the school, the adjacent sidewalks, the right-of-way, and the fence that now frames the newly designated “play zone.” These creative interventions not only brighten the block but reinforce the community’s vision of Elm Alley as a shared, child-centered space that reflects and supports the neighborhood’s youth and families.

Elm Alley Afterschool Art Program



### P3: Increase the Overall Green Footprint of the Tenderloin

Increase opportunities for greening of streets and public spaces to meet the 100% green footprint goal by completing planting all available tree wells and install green planters at more constrained locations.

#### KEY ACTIONS:

- Plant trees in available tree wells
- Address barriers to tree planting by considering above ground planting in planters
- Create funded community-based stewardship models for ongoing maintenance

#### COMMUNITY'S TARGET:

- 100% of total tree wells planted
- 50% increase in number of green planters
- Green a minimum of 50% of each block



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

Public Works, Bureau of Urban Forestry

### P4: Adapt Underutilized or Vacant Sites as Additional Open Spaces through Public-Private Partnerships

Recapture the potential of selected underutilized sites through temporary activations, site leases, or acquisitions in partnership with private property owners and/or future developers.

#### KEY ACTIONS:

- Explore opportunities for temporary activations on selected lots such as 600 Van Ness
- Identify other potential available lots in the neighborhood for temporary activations and other use agreements.
- Support continued programming at the Urban Alchemy Oasis at Turk and Hyde

#### COMMUNITY'S TARGET:

- At least 1 new underutilized site activated
- Minimum 1 youth recreational program on 1 vacant site



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

SF Planning,  
Department of Real Estate, Recreation and Parks





Children at Street Closure Event in the Tenderloin



## Youth Investment

The Tenderloin is home to approximately 3,500 children (Census, 2022), making it the neighborhood with the highest density of children in San Francisco. Despite this, the neighborhood remains one of the most challenging environments for families to raise children. Unsafe and chaotic street conditions, combined with a persistent and visible open-air drug market, create daily stress and risks for families. Most alarming is the reality that drug dealers are openly targeting and recruiting local youth into the drug trade, a situation that demands urgent, focused intervention.

The strategies in the Stewardship and Cleanliness and Eliminating Open-Air Drug Trade and Open-Air Drug Use sections, particularly the creation of a Children's Safe Zone lay a strong foundation for restoring a sense of security and hope for the children of the Tenderloin, while reinforcing a community environment where families can thrive. Meanwhile, the community highlights the importance of providing children and youth with supportive, accessible services that allow them to grow and succeed in their own neighborhood.

Through deep community engagement—including data analysis, focus groups, and interviews with youth, parents, and service providers—the TCAP team, in partnership with the Department of Children, Youth and Their Families (DCYF), developed a Youth

Services Gap Analysis to better understand and address the specific challenges facing Tenderloin youth. From this process, the community identified seven key challenges:

- Lack of safe navigation for children and youth in the neighborhood.
- Lack of age-appropriate and unstructured low-barrier programming for disconnected teens and TAY.
- Lack of low-barrier and low-structure programming for teens.
- Insufficient support to navigate job readiness and career exploration.
- Need for enhanced culturally competent services that are tailored to the unique needs of immigrant youth and families.
- Lack of outreach and programming for youth involved in the justice system.
- Need for cross-organizational collaborative efforts that tailor to the unique needs of Tenderloin youth.

The Tenderloin is expected to serve more youth between FY 2024–2029, and community feedback has strongly reinforced the strategies presented in this section that aimed to address those challenges, emphasizing a collective sense of urgency. The goal is clear: disrupt the pipeline that funnels youth into the open-air drug market, and replace it with safe, visible, and supportive pathways to opportunity, growth, and long-term success.



Photos

1. (top) Arab Youth Mental Health Center
2. (bottom) Tournament at Kroc Center





### **Y1: Increase Low-Barrier and Low-Structure Programming for Teens and Transitional Age Youth (TAY)**

Provide accessible, unstructured, and age-appropriate programming, such as a drop-in center for teens and TAY to connect, engage in activities like sports, cultural events, and creative workshops, and build community.

#### **KEY ACTIONS:**

- Support coordination amongst youth service providers to optimize programming for drop-in spaces.
- Hire Youth and TAY to facilitate programming, build relationships, and offer mentorship
- Increase outreach to engage disconnected and justice-involved Tenderloin youth and increase their participation in programs

#### **COMMUNITY'S TARGET:**

- 50% increase in number of youth engaging in programming
- 50% decrease in number of youth disconnected from school and after-school programs



#### **TIMELINE:**

2-5 Years



#### **COLLABORATING AGENCY:**

DCYF, SF Planning

### **Y2: Strengthen Youth Workforce Training and Job Placement Programs**

Enhance youth workforce development programs that offer career exposure, and skill-building resources, and apprenticeship opportunities, especially for disconnected teens and TAY.

#### **KEY ACTIONS:**

- Enhance workforce programs with job training, financial literacy, and entrepreneurship pathways
- Reach disconnected and justice-involved Tenderloin youth with targeted outreach and services

#### **COMMUNITY'S TARGET:**

- 50% increase in youth participation and job placement through targeted program
- 50% increase in number of participants attending job shadowing, mentorship sessions, or career panels.



#### **TIMELINE:**

2-5 Years



#### **COLLABORATING AGENCY:**

DCYF



### Y3: Provide Culturally Responsive Programs for Immigrant Youth

Expand immigrant youth access to resources and educational support to strengthen inclusive and responsive service delivery, through focused outreach, strong partnerships, and tailored, culturally responsive programs.

#### KEY ACTIONS:

- Support culturally accessible academic help and parent workshops for immigrant families to navigate school system and other family services in the Tenderloin
- Action- Facilitate partnerships that offer community liaisons to enhance cultural responsiveness of existing programs through trainings and workshops

#### COMMUNITY'S TARGET:

- 100% of youth service provider staff trained in cultural competency
- 50% increase in multilingual service availability



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DCYF

### Y4: Expand Opportunities Tailored for Youth Involved in the Justice System in the Tenderloin

Develop targeted programs for justice-involved Tenderloin youth that provide individualized support focused on violence prevention, addiction recovery, and pathways to opportunity—empowering them to build positive futures and break free from the open-air drug market.

#### KEY ACTIONS:

- Reach youth through targeted outreach in streets, shelters, schools, and juvenile systems to prevent drug involvement
- Provide tailored support for justice-involved youth

#### COMMUNITY'S TARGET:

- 50% decrease in reduction in youth involvement in crime related incidents
- 50% increase in High school graduation/GED completion rates among justice-involved youth
- 50% increase in justice-involved youth placed in employment



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DCYF





## Case Study: Roadmap to Peace

Roadmap to Peace (RTP) is a five-year community-based initiative comprised of several community organizations: BACR/CHALK, CARECEN SF, Five Keys Charter School, Horizons Unlimited, Mission Neighborhood Centers, Mission Neighborhood Health Center, and IFR.

RTP aspires to break the cycle of violence by engaging youth and their families in healthy and healing relationships that advance their economic, health, and safety life outcomes. RTP serves Latinx youth from 13-24 years of age with ties to San Francisco who are violence involved and underinsured.

To achieve the outcomes, RTP implements a Community Driven Collective Impact (CDCI) framework with a shared community-driven agenda and language, collaborative leadership, equitable distribution of resources, collective reflection and learning, and a focus on addressing root causes. RTP incorporates three strategies: connecting youth to wraparound services, establishing effective community-building, and promoting relevant policy advocacy.





### Y5: Enhance Coordination Amongst Youth Services Providers

Dedicate staffing and resources to strengthen collaboration among youth service providers in the Tenderloin, fostering partnerships with nonprofits, schools, and key stakeholders to better support Tenderloin children, youth, and families.

#### KEY ACTIONS:

- Build capacity to create a collaborative initiative led by youth service providers
- Provide resources to afterschool programs to engage in a collaborative framework
- Expand and formalize collaboration between youth service providers to increase program integration

#### COMMUNITY'S TARGET:

- 50% increase in Tenderloin youth participation in programs.
- 50% increase in Tenderloin youth placed in leadership roles, careers, and educational establishments.



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DCYF





Eid Event outside Tenderloin Children's Playground



## Strengthening Services for Community Wellness

The Tenderloin has long served as a refuge for San Francisco's most vulnerable residents. With the highest concentration of deed-restricted affordable housing, permanent supportive housing, shelters, and homeless services in the city, it has historically been a landing place for marginalized groups and immigrant communities and —many fleeing trauma, and seeking stability. Since the 1920s, it has been a home for San Francisco's LGBTQ community and remains so today, including through the presence of the Transgender Cultural District. And beginning in 1980s, the neighborhood saw waves of migration from Southeast Asia, and followed more recently by Muslim, Arab, and Middle Eastern communities.

Over time, the Tenderloin has evolved from a neighborhood of primarily single adults into a vibrant, multicultural community with many families. Yet it remains a hub of concentrated poverty and residents face deep and persistent vulnerabilities: seniors and people with disabilities often live on limited fixed incomes; transgender residents experience systemic workplace discrimination and limited economic opportunity; and immigrant families often arrive with little social or financial support and must navigate systems that lack cultural and linguistic responsiveness.

Meanwhile, the open-air drug crisis has compounded the community's existing vulnerabilities. In response, the worsening crisis has pushed the issue of opioid overdoses to the forefront of San Francisco's public health agenda—an issue that remains deeply complex and often fraught with conflict. Under the “Eliminate the Open-Air Drug Trade and Open-Air Drug Use” priority, community members supported DMACC enforcement and improved street outreach. In this section, the strategies highlight the need to improve access to substance use and behavioral health treatment, complemented by mental health and wellness support for vulnerable communities and immigrant families who live through the most visible impact of opioids crisis and open-air drug market.

The community calls for enhanced support to connect individuals suffering from SUD and behavioral health issues to services and treatment. Programs like Restore and Night Navigators offer promising models—using coordinated street teams to build sustained connections to treatment and other services.

There was also broad consensus to strengthen and upgrade existing homeless and behavioral health services in the Tenderloin, while addressing the need for geographic equity across the city and

placing new facilities outside the Tenderloin. Community members emphasized that drug use and drug trade are economic and social issues that require a citywide comprehensive approach and long-term structural solutions, not one concentrated solely within the Tenderloin.

These strategies aim to reduce overdose deaths and curb open-air drug use. They focus on addressing the compounded impact of the opioid crisis on the Tenderloin's most vulnerable residents, particularly the immigrant communities who have made this neighborhood their home.



Photo  
1. TCAP participatory budgeting outreach meeting





### W1: Strengthen Coordinated and Culturally Responsive Care and Services for Immigrant Communities

Increase culturally competent and multilingual services for immigrant communities in the Tenderloin to support mental health, financial literacy, immigration services, and victims of domestic violence.

#### KEY ACTIONS:

- Support coordinated hub services for Arab and Muslim communities
- Expand in-language services for Southeast Asian seniors
- Improve urgent immigration response through better provider coordination
- Expand culturally responsive mental health services for immigrant youth.

#### COMMUNITY'S TARGET:

- 20%-50% more services with Arabic-speaking staff
- 20%-50% increased participation of Southeast Asian seniors
- 20%-50% increase mental health programming for immigrant youth.
- Expanded network of immigration service providers



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

MOHCD, HRC, OCEIA, DPH

### W2: Integrate Expanded Substance Use Treatment and Behavioral Health Resources

Co-locate additional services needed to address substance use treatment gaps and integrate with broader behavioral health treatments within existing sites by consolidating and removing services that no longer are successful or addressing the needs, while considering new sites throughout the city.

#### KEY ACTIONS:

- Map community assets to identify service gaps and opportunities
- Strengthen services within existing Tenderloin sites
- Place new treatment services citywide based on asset mapping

#### COMMUNITY'S TARGET:

- 20%-50% increased connection to substance use treatment programs within the Tenderloin
- 20%-50% increased treatment programs citywide outside of the Tenderloin



#### TIMELINE:

1-2 Years



#### COLLABORATING AGENCY:

DPH, HSA, HRC



## Case Study: Night Navigators

As part of TCAP, \$500,000 in seed funding was invested to launch the neighborhood's first-ever Night Navigator program—an innovative initiative led by Code Tenderloin in partnership with the Department of Public Health (DPH). Designed to fill a critical service gap, the program provides care and connection to resources during nighttime hours, when traditional outreach efforts typically wind down. Since its launch in October 2023, Night Navigators have been on the ground every night from 7 p.m. to 3 a.m., engaging directly with the community. In just a few short months, the team conducted over 10,000 engagements, with nearly 1,400 individuals receiving comprehensive needs assessments and care plans that linked them to essential health and social services.

The success of the Night Navigator program has prompted DPH to commit additional funding and extend the program through the 2025–26 fiscal year. DPH has also integrated the team into new pilot initiatives aimed at expanding nighttime care options in the Tenderloin. The BEAM program uses the Night Navigation Team to facilitate immediate telehealth visits between people who use opioids and a medical professional who can prescribe them buprenorphine in real time. Between March through December in 2024, 47% of the programs encounters (nearly 2,700) resulted in start for medications for opioid use disorder (MOUD). The expansion of services underscores the program's growing impact and the importance of investing in responsive, community-based care models tailored to the specific needs of Tenderloin residents.

Night Navigator Outreach Van  
Source: Code Tenderloin



### W3: Strengthen Low-Barrier Substance Use Treatment Programs Available on the Streets

Prioritize strengthening programs that provide low-barrier access to substance use treatment by scaling and integrating successful models of unified street outreach, service connection during night-time, and on the street telehealth substance use treatment prescriptions, and exploring treatment on-demand.

#### KEY ACTIONS:

- Strengthen compassionate outreach models like Night Navigator to boost treatment access
- Sustain Restore program that links access to treatment with interim housing and case management
- Strengthen Restore program to increase case management and services for post-temporary treatment

#### COMMUNITY'S TARGET:

- 20%-50% increase in number of people entering treatment via low-barrier access points
- 20%-50% increase in number of treatment exits connected to supportive housing



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DPH





Tet Festival on Larkin Street  
Source: Southeast Asian Community Center



## Small Business Support

The Tenderloin remains unique in San Francisco's urban fabric—simultaneously a residential-commercial neighborhood, a multicultural hub, and a key connector for Civic Center employees and downtown tourism. Yet it continues to struggle with post-pandemic recovery. While San Francisco saw a 9% increase in sales tax revenue in Q3 2024 compared to the same period in 2019, the Tenderloin's revenues remain down by 50%, making it one of the city's hardest-hit and slowest-recovering neighborhoods—faring worse than Union Square and the Financial District.

Small business owners have consistently cited the neighborhood's ongoing street conditions and persistent open-air drug market—exacerbated during the pandemic—as key drivers of decreased foot traffic and a troubled reputation that deters customers from in and outside the neighborhood. Many businesses have closed in the past two years, such as Turtle Tower and Lapats, or have had to cut costs by reducing staff and limiting operating hours. As businesses struggle with less foot traffic, declining revenues and tight cash flow, their ability to make storefront or interior improvements is impacted, contributing to the physical decline of commercial spaces and making it less inviting for customers.

Additionally, the increasing number of vacant storefronts further reinforce the perception of distressed commercial corridors and contribute to the neighborhood's ongoing economic challenges.

Concerns were raised about “bad actor” businesses that were hotspots for gambling, drug use and trade or the proliferation of smoke shops or gift and snack shops. In response, the City Attorney, in coordination with SFPD, took action against several businesses in the Tenderloin involved in illegal gambling and other unlawful activities. Overall, public safety enforcement through DMACC was complemented by coordinated street outreach, ambassador programs, and policy measures, including the Tenderloin Retail Hours Restriction Pilot Program and a Planning Code amendment prohibiting Tobacco Paraphernalia Establishments in the Tenderloin.

In addition to supporting policy changes to limit “bad actor” business types, community feedback also emphasized bolstering existing community-serving businesses through direct funding support, and targeted tax incentives to ensure that these businesses can continue to serve the neighborhood and the city effectively. There is also broad support for expanding access to comprehensive small business

technical assistance and exploring models such as incubators and cooperatives that enable community-oriented entrepreneurs, especially those with fewer economic opportunities, to access and activate commercial spaces.

Residents and business owners also voiced the importance of revitalizing key commercial and cultural corridors to celebrate local culture and strengthen the local economy—with particular focus on Little Saigon/Larkin Street, which has been impacted by years of disinvestment, poor street conditions, vacancies, vandalism, and the rise of smoke shops. Culture-based strategies anchored in these corridors can uplift the Tenderloin's diverse communities—including the Southeast Asian community, Arab community, transgender residents, and other long-standing immigrant groups—by restoring visibility, vibrancy, and economic opportunity while supporting local small businesses.



### B1: Stabilizing Existing Businesses

Support the stability and growth of existing businesses by providing flexible grants designed to meet diverse operational needs and paired with tailored, in-language business planning, training, and technical assistance.

#### KEY ACTIONS:

- Survey small businesses to assess needs and priorities
- Re-open a Tenderloin-based multilingual business training grant program
- Centralize technical assistance for businesses to apply for grants and vendor certification in multiple languages

#### COMMUNITY'S TARGET:

- 100% ground-floor business surveyed
- 20 businesses receiving targeted business training annually



#### TIMELINE:

1-2 Years



#### COLLABORATING AGENCY:

OEWD

### B2: Improve Storefront Condition

Support businesses in façade enhancements and physical upgrades through funding, permitting, and project management support to enhance cultural identity, attract customers and boost business activities.

#### KEY ACTIONS:

- Reestablish Tenderloin façade improvement grant program
- Support businesses to navigate the permit process and streamline to expedite approvals for façade improvements

#### COMMUNITY'S TARGET:

- 15 – 25 businesses supported annually
- 20% increase in neighborhood sales tax revenues



#### TIMELINE:

1-2 Years



#### COLLABORATING AGENCY:

OEWD





### B3: Support Entrepreneurs in Filling Vacancies

Attract community-serving entrepreneurs to fill vacancies and activate storefronts by engaging property owners and offering comprehensive services, including real estate brokerage support, leasing assistance, and tailored small business development resources.

**KEY ACTIONS:**

- Establish a Community Commercial Real Estate Broker program for the Tenderloin
- Fund community-serving entrepreneurs, especially those meeting community needs, to activate vacant storefronts, including incubator and cooperative models
- Engage property owners in the Tenderloin to identify incentives for maximum collaboration

**COMMUNITY'S TARGET:**

- Reduced number of commercial vacancies throughout the neighborhood and added activity that serves community



**TIMELINE:**

1-2 Years



**COLLABORATING AGENCY:**

OEWD

### B4: Enhance Neighborhood Commercial and Cultural Corridors

Strengthen the vibrancy and identity of neighborhood commercial corridors—such as the Larkin corridor—through community-based installations, cultural programs, and strengthened zoning protections that recognize the Tenderloin's residential-commercial character, similar to Neighborhood Commercial Districts citywide.

**KEY ACTIONS:**

- Create corridor-based cultural programming to celebrate local heritage including Southeast Asian, Arab, transgender communities
- Update zoning policies to prioritize community-serving businesses and limit incompatible uses
- Facilitate ongoing collaborative meetings with small business stakeholders

**COMMUNITY'S TARGET:**

- 50% increase in foot traffic in the Tenderloin
- 50% increase in neighborhood sales tax revenues



**TIMELINE:**

2-5 Years



**COLLABORATING AGENCY:**

OEWD



La Voz Focus Group Meeting

# Housing

Most of the housing in the Tenderloin are mid-rise apartment buildings and Single Room Occupancy (SRO) hotels constructed in the decade after the 1906 earthquake. One third of the City's SRO units are in the Tenderloin. As the most affordable housing option, SROs have historically housed newcomers and transient workers since the early 20th century and continue to serve low-income and newcomer populations today, often acting as the last line of defense against homelessness.

In the Tenderloin, sixty percent of SROs are non-profit-owned or operated through master-lease from private owners and serve extremely low-income tenants that are at a high risk of homelessness. Non-profit-owned SRO buildings have financial and legal obligations to the City with oversight from MOHCD, while SRO buildings operated by non-profit providers as permanent supportive housing and master-leased from privately owners have oversight from HSH. The remaining SROs are owned by private owners, who have limited access to rent subsidies or supportive services. Years of deferred maintenance and insufficient subsidies available for SROs are present concerning conditions for residents.

Following the 2023 receivership of the Skid Row Housing Trust in Los Angeles, non-

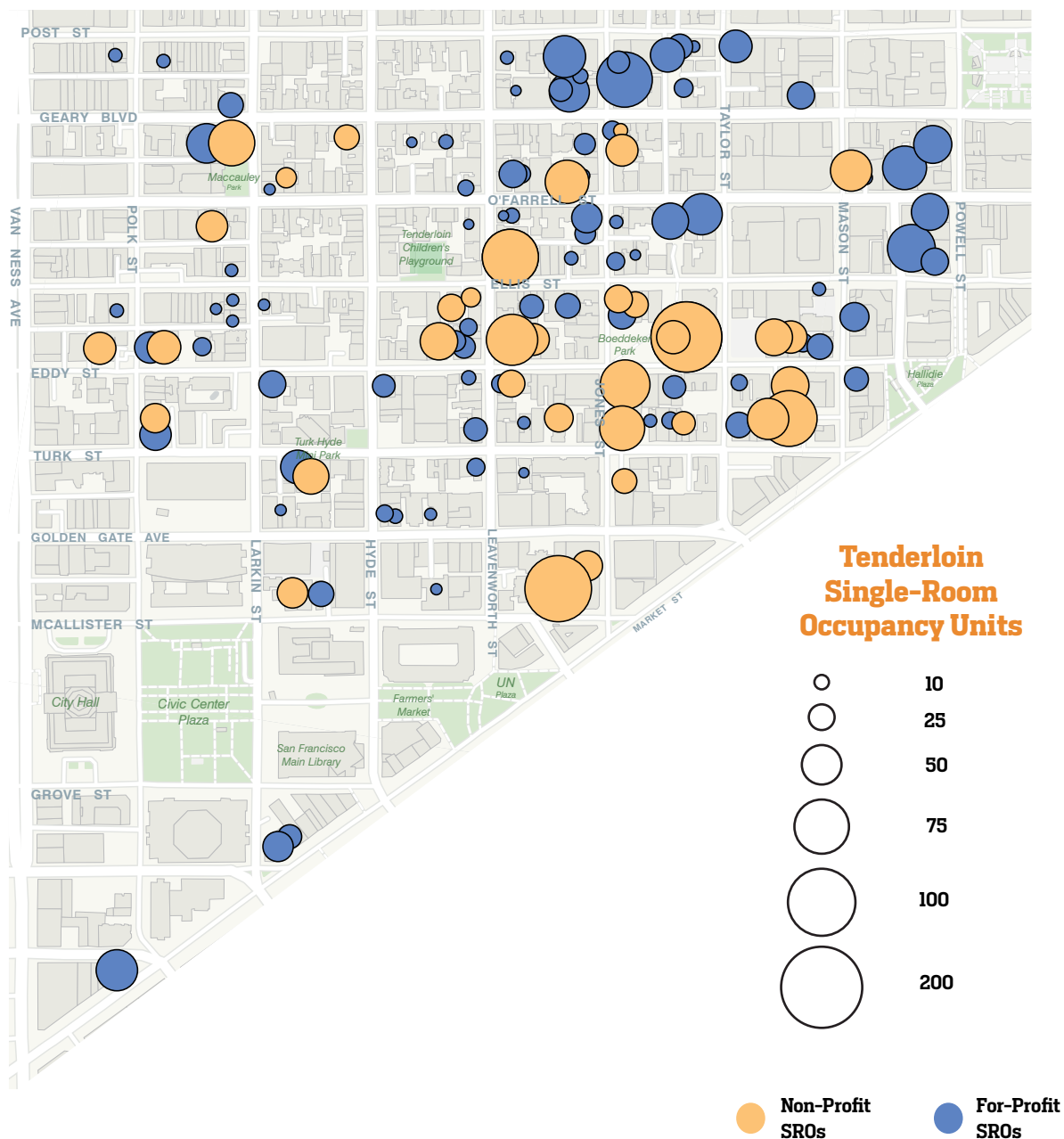
profit owners are actively examining their portfolio's physical condition, financial risks, and sustainability. This has led to studies and convenings supported by philanthropy to explore the most effective solutions to reuse and reimagine SROs as valuable assets, many of which located within the Tenderloin.

The Tenderloin's high concentration of people experiencing homelessness, many of whom struggle with behavioral health issues including substance use, highlights the need for increased targeted housing solutions. Reimagining the future of SROs can also open new opportunities for housing, interim housing or shelter, and residential treatment options within this portfolio. At the same time, many highlighted the challenges of residing in the Tenderloin during treatment and recovery, and urge new interim or permanent housing for treatment and recovery to be placed in other neighborhoods. Regardless, Tenderloin residents consistently report that available behavioral health resources and services do not meet the need and have asked for increased access to a range of behavioral health service options. Non-profit service providers have expressed the potential for increased efficiency and access to services through system efficiencies, use of State

funding through CalAIM and Medi-Cal, and better coordination with existing assets in the neighborhood.

The Tenderloin is also increasingly home to families with children, particularly immigrant households. Community members emphasized the urgent need for 100% affordable housing, tailored to diverse populations, including larger families, to support long-term neighborhood stability. Culturally responsive housing design—including larger units and accommodations for specific practices, such as those of Muslim families—was highlighted as a key need. In-language housing navigation and support services were also identified as critical to increasing access for immigrant communities. Transitional-aged youth in the Tenderloin also called for housing options especially in neighborhoods with high quality of life.





Funded by Crankstart Foundation in 2024, and led by Tenderloin Neighborhood Development Center, **an SRO Strategy is underway** to organize and facilitate targeted investments to rehabilitate major systems, whose failures are impacting quality of life and costing significant maintenance and repair expenses, and for adding kitchen and bath amenities where possible to make housing more suitable as permanent supportive housing. There is also consideration of alternative uses for SROs, like conversion to studio apartments, interim shelter, non-congregate shelter, or medical respite. Changing use or configuration will in most cases reduce the supply of permanent housing, a consideration which must be balanced against increasing the quality of the housing or the increasing the compatibility of the SRO form with an alternative use.



Concurrently, and in coordination, MOHCD and the Housing Accelerator Fund (HAF) have launched a multi-agency initiative—supported by the Partnership for the Bay's Future Policy Fund—to assess the future of the city's SRO housing stock, which comprises more than 500 buildings and 19,000 rooms. Originally intended for short-term stays, many of these buildings now serve as long-term housing for extremely low-income residents, including formerly homeless individuals, immigrants, and seniors.

MOHCD's effort will evaluate the physical condition, financial viability, and regulatory constraints facing both publicly and privately owned SROs. The goal is to develop long-term policy recommendations to guide rehabilitation, portfolio repositioning, and tenant protections. The project will result in actionable proposals for policy reform, targeted public investment, and updated standards for the preservation and adaptive reuse of this critical housing stock.

**Figure 15: Tenderloin Single-Room Occupancy Units**



## H1: Improve Conditions of Existing Deeply Affordable Housing

Address the quality of existing deeply affordable housing, particularly non-profit owned and operated SRO buildings, through policy reform, removing regulatory barriers to cost-effective rehabilitation, and advocacy for dedicated state funding for rehabilitation.

### KEY ACTIONS:

- Complete a building assessment to inform rehab or reuse strategies for non-profit owned and operated SROs
- Pursue policy and legislative shifts to enhance financial feasibility of rehabilitation of non-profit owned and operated SROs
- Advocate for state funding and loan products to support and incentivize the rehabilitation of both non-profit owned and operated SROs
- Pursue feasibility of use of SROs for other uses such as interim housing

### COMMUNITY'S TARGET:

- number of SRO buildings rehabilitated
- 20% decrease in number of vacant SRO units



### TIMELINE:

5 Years +



### COLLABORATING AGENCY:

MOHCD, HSH, State and Regional Funding Agencies

## H2: Protect Vulnerable Residents at Most Risk of Homelessness

Increase rental subsidies and rental assistance to stabilize vulnerable households, including seniors, families with children, youth, individuals with behavioral health issues or disabilities, and families with children.

### KEY ACTIONS:

- Advocate for Local, Regional, and State funding for subsidies
- Inventory and survey existing non-profit owned and operated SRO buildings to identify the scale of need for subsidy
- Expand resources and the supply of existing housing vouchers for rental subsidies
- Pilot local rental subsidy programs in partnership philanthropy

### COMMUNITY'S TARGET:

- 50% decrease in evictions from permanent supportive housing buildings



### TIMELINE:

2-5 Years



### COLLABORATING AGENCY:

MOHCD  
SF Housing Authority  
SF Planning



### **Case Study: El Dorado Apartments**

The El Dorado Apartments is a 57-unit single room occupancy (SRO) residential building located in San Francisco's South of Market neighborhood (150 9th Street), built around 1908 and last significantly updated in 1990. The building is a four-story wood-framed structure, approx. 26,620 sf, with a large subterranean basement (utilities and the maintenance shop); ground level with services offices, a community room, and storage areas; and residential units with shared bathrooms and toilet rooms, as well as additional offices and a common living area and kitchen, located on the second, third, and fourth floors, all accessible only by stairs.

As a Joint Venture, Conard House, Inc. and The John Stewart Company (Sponsor) applied under MOHCD's 2023 ENP NOFA and received a preliminary award of \$4M to rehabilitate The El Dorado Hotel (to be renamed El Dorado Apartments and referred to as El Dorado, Project). The Sponsor applied for 9% tax credits to undertake a significant rehabilitation of the building in order to maintain habitability, enhance living quality, and expand the space available to services and resident interaction. The rehabilitation will result in a new unit mix of 39 SRO units and 23 studio units with private baths, for a total of 62 units post-rehab. All units will have kitchenettes. The building will also add an elevator and new common spaces.

El Dorado Apartments  
Source: Conard House





### H3: Expand Access to Supportive Resources for Residents of Affordable Housing

Enhance integrated behavioral health and substance use treatment services to support PSH and SRO residents by improved connections to external care and service provider systems in the neighborhood as well as increasing on-site services where appropriate.

#### KEY ACTIONS:

- Support use of CalAIM and Medical-waivers by non-profit providers within the Tenderloin to serve residents of PSH & SROs for supportive services
- Improve system efficiency to streamline access to clinical case management for residents with the highest needs in PSH and SROs

#### COMMUNITY'S TARGET:

- Increase % of successful linkages
- Reduce % of behavioral lease violations and non-payment of rent



#### TIMELINE:

2-5 Years



#### COLLABORATING AGENCY:

DPH, HSH, HSA

### H4: Improve Access to Affordable Housing for Families and Transitional Aged Youth

Advance the citywide pipeline of 100% affordable housing—including projects in the Tenderloin—to increase housing access for families with children, especially large immigrant households, with enhanced culturally responsive support. For Transitional Aged Youth, advance pipeline of 100% affordable housing citywide, particularly high opportunity areas.

#### KEY ACTIONS:

- Prioritize family housing for larger households for new affordable housing pipeline in the Tenderloin
- Expand in language housing navigation services in the Tenderloin to serve immigrant households include Arabic, Tagalog, and Vietnamese.

#### COMMUNITY'S TARGET:

- # of new affordable family housing apartments delivered
- % increase in housing applications or awards to Arabic, Tagalog, and Vietnamese speaking Households



#### TIMELINE:

5 Years +



#### COLLABORATING AGENCY:

MOHCD, State and Regional Funding Agencies



## **Case Study: TNDC Kelly Cullen Community x Cardea Health Wraparound Service**

Enhanced Care Permanent Supportive Housing (PSH) builds on traditional PSH by adding up to 24-hour clinical and caregiving support. At the DPH-funded pilot at Kelly Cullen Community—a 172-unit PSH building—Cardea Health, a home health care agency, provides services including skilled nursing, caregiving, medication management, and medical case management. These services adjust to meet tenants' changing needs. Enhanced Care PSH is supported by a Medi-Cal waiver under the Home and Community-Based Alternatives (HCBA) program, enabling on-site home health care. This model addresses the diverse, complex needs of PSH residents, promoting healthier, more stable lives in their community.

TNDC Kelly Cullen Community Center  
Source: TNDC



## Reflections from the Team

The grace, resilience, and beauty of the community have made this Tenderloin Community Action Plan possible. This is a place where Black culture and history is celebrated, the Muslim community is embraced, transgender youth find safe homes, young people find love and job opportunities, and seniors can get together to celebrate the Lunar New Year.

This is also a place where fentanyl is killing people on the streets, apartments can be infested with rats, women face domestic violence, and restaurants are struggling to stay open. There is no reason to have these problems in one of the wealthiest and most caring cities in the world.

The Tenderloin is a community that celebrates its culture and confronts the challenges with honesty and strength. There are tensions among community leaders over investment priorities—services, police, housing, parks, and more—but there is also a solid common ground: a healthy, caring, and vibrant community for everyone.

This plan is the product of this common ground. It gathers the voices, visions, and commitments of the Tenderloin. In one of San Francisco's most difficult economic moments, the community has come together, not just to react, but to lead. Their collective strength is the foundation of this plan.

The Tenderloin's story is still being written, and this Community Action Plan is a powerful move toward the future the community deserves.



**Tenderloin Community Action Plan Team**



## **Appendix: TCAP Blueprint Outreach Process Summary**

**FORTHCOMING**

# Acknowledgments

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

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## Thanks to:

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

TCAP outreach partners: TNDC, St. Anthony Foundation, Tenderloin CBD, GLIDE Memorial Church, and Chinatown CDC

- 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 Bilal Mahmood
- 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



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