



# ANNUAL REPORT

FISCAL YEAR 2019-2020



**A VIBRANT COMMUNITY FOR ALL**

# YEAR END REPORT

## JULY 2019 – JUNE 2020

### PRESENTED TO:

City and County of San Francisco Board of Supervisors  
North of Market/Tenderloin Community Benefit Corporation Board of Directors  
San Francisco Office of Economic and Workforce Development (OEWD)

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## INTRODUCTION

The Tenderloin Community Benefit District (TLCBD) staff and Board of Directors are working diligently to implement the objectives of the organization's newly-approved 2019 management plan and to provide supplemental cleaning, safety and beautification services to the special benefits district in the Tenderloin. Fiscal Year 2019-2020 was a transition year for TLCBD, with the organization finishing the delivery of services to its original 30-block district under the original 2005 management plan and beginning expanded services to a larger 40-block district in January 2020.

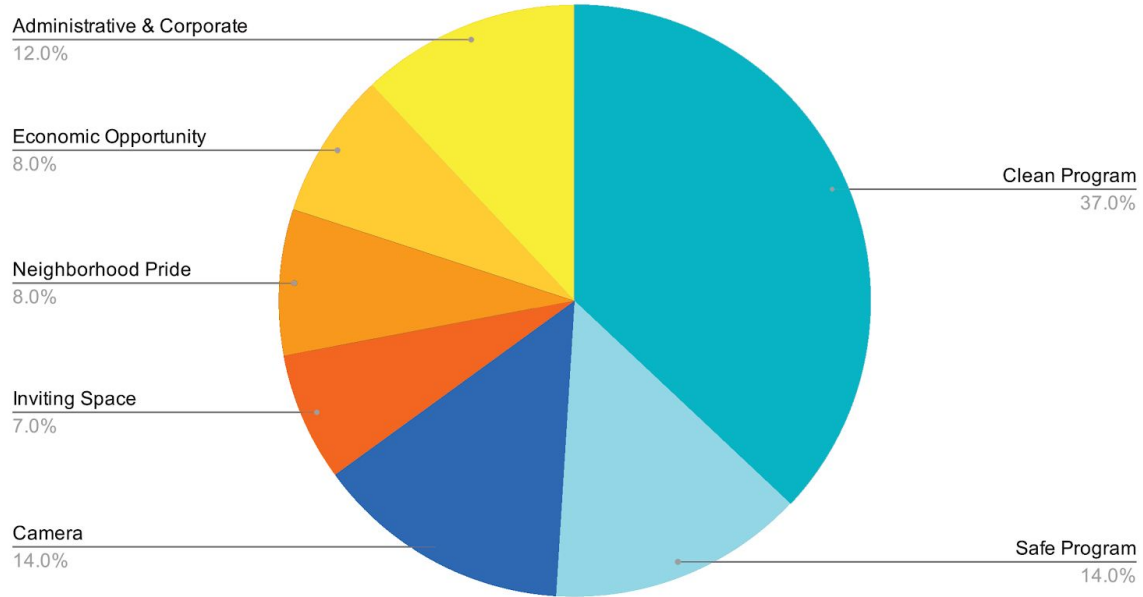
For the last 15 years, TLCBD has turned the annual investment by the property owners into much needed supplemental services and programs that benefit everyone in the community. Now TLCBD is committed to using the renewal of that commitment for another 15 years to lead the evolution of the Tenderloin into a vibrant community for ALL. We began January 2020 with [renewed support from Tenderloin Property Owners](#) and, by leveraging their increased investment in TLCBD, we were able to raise additional public and private funds to support our vision for a vibrant neighborhood by expanding our programs into each area of our Core Framework. We established new programs to support [Tenderloin Parks and Open Spaces](#), [Economic Opportunity](#) for small businesses and residents, [Pedestrian Safety](#), an expanded [Tenderloin Camera Network](#), and [Neighborhood Pride](#) while continuing to deepen the work of [Safe Passage](#) and the [Clean Team](#).

But even as we built these new programs, the cloud of COVID-19 brought uncertainty, exacerbated community trauma, and strained our typical ways of working together. And yet, throughout the pandemic, TLCBD staff relied on collaboration and close connection to neighbors, property owners, merchants, the many neighborhood-serving organizations and City partners to persevere.

As Fiscal Year 2019-2020 concluded, TLCBD was stronger and more capable than ever. At every step of the way we adapted, grew, and continued to ask ourselves what does the neighborhood need in this moment and what can we do? We did not just pivot our work to respond to the crisis, but actually found ways to bring joy in dark times. We are grateful for the ongoing support and partnership of our community.

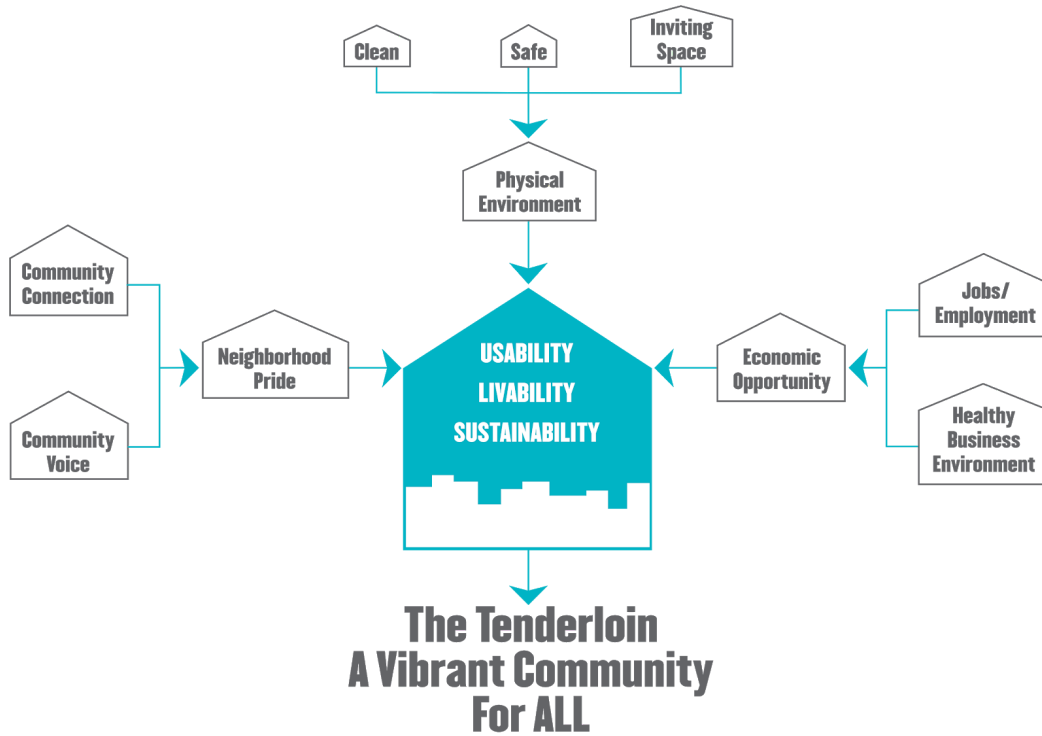
## Fiscal Year 2019-20 Budget

Assessment Total: \$1,546,489  
Total Budget: \$3,122,852



It starts with the property owners contribution...In fiscal year 2020, TLCBD leveraged this investment for an additional \$1,576,363 toward a more vibrant Tenderloin for ALL.

## TLCBD's Healthy Neighborhood





## SUMMARY OF PROGRAMS, EVENTS & ACTIVITIES

### LEADERSHIP & OPERATIONAL STRATEGY

- Initiated a TLCBD Evaluation Program to develop performance measures for programs and the organization as a whole, and to identify indicators to measure the effectiveness of the work that TLCBD does in its various programs and in the wider community.
- Hired Facente Consulting with funding from OEWD and Saint Francis Community Foundation to start building the new Evaluation Program using a Results Based Accountability (RBA) process and Theory of Change mapping to help TLCBD establish a data-driven, decision-making process and to tell the story of program impact.
- Established new Committee Structure to engage Board and community partners in expanded programs - rather than the three traditional program committees, Public Right of Way (PROW), Community Engagement & Communications (CEC) and Safe Passage, the new structure matched the programs in the Core Framework that TLCBD started developing in 2016. TLCBD expanded Program Committees to include:
  - **Clean:** Overseeing contracts for third-party vendors to staff a Clean Team and provide supplemental cleaning services as well as building partnerships with other agencies and organizations providing cleaning services in the neighborhood
  - **Safe:** Overseeing TLCBD Safe Passage operations, Safe Routes to School work and a new Pedestrian Safety initiative as well as building partnerships with neighborhood schools and nonprofits providing services for children and seniors
  - Inviting Space: Overseeing a new program to build a Tenderloin Park Network and uphold a vision for beautiful and inviting shared public spaces
  - **Neighborhood Pride:** Overseeing programs that build neighborhood agency and voice by supporting a handful of Block Safety Groups, a vision for Community Pride Through Environmental Design (CPTED) and continuing the TL Thrives initiative
  - **Economic Opportunity:** Overseeing the development of a new program supporting small businesses, building partnerships to support workforce development for neighborhood residents and shepherding the partnership and then eventual acquisition of the Tenderloin Equitable Development Project (TEDP)
  - **Evaluation:** Overseeing the development of the new program to evaluate effectiveness and also serving the function of an Audit Committee
- Held fourth annual Board retreat in November 2019 to introduce Evaluation Program and established clear goals for the newly-formed Board Committee.
- Developed detailed Theories of Change for each Committee in order to help evaluate ongoing work and ensure that any new work aligns with the core purpose and vision.
- Established eight TLCBD Team Norms and a Code of Communication to support a positive staff culture and build organizational effectiveness - 1.) Communicate openly and honestly, 2.) Build a culture of safety, 3.) Support learning and growth, 4.) Dedicate ourselves to the work, 5.) Monitor our pace, 6.) Care about our coworkers, 7.) Take pride in our workplace and 8.) Love the neighborhood.
- Hired a new full-time Administrative Coordinator to ensure improved daily operations.



**CLEANING**

- Through an ongoing contract with provider Block By Block, TLCBD’s uniformed Clean Team provided daily supplemental cleaning services throughout the District including sweeping sidewalks and gutters, collecting needles, abating graffiti, sanitizing human and animal waste, and reporting illegal dumping seven 7days/week, 361 days/year.
- Increased regular pressure washing of every sidewalk in the District from a monthly schedule to a weekly schedule in January 2020.
- Successfully advocated for the expansion and implementation of an expanded Pit Stop restroom program in Tenderloin, including the launch of the City’s first 24-hour Pit Stop.
- Even in the face of challenges and risks created by the COVID-19 pandemic and the dangerous air quality created by the catastrophic fire season, TLCBD’s Clean Team continued to be a daily, visible presence as “essential workers” for the neighborhood.
- TLCBD’s Clean Team met the challenge of worsening street conditions created by the City’s shelter-in-place and the corresponding increase in trash.
- TLCBD’s Clean & Inviting Space programs collaborated on a new Bigbelly pilot program to install 68 stations, the largest fleet in San Francisco. This has also strengthened partnerships with SF Recology, Public Works, the Chamber of Commerce and Bigbelly.
- Added an empty bed truck to our fleet in order to collect TLCBD Clean Team collected litter and dispose directly with Recology. Bags are regularly not collected by Public Works and then rummaged. This is still an issue TLCBD is trying to address in the Tenderloin.

**ECONOMIC OPPORTUNITY**

- TLCBD acquired Tenderloin Equitable Development Project (TEDP) and leveraged its assets to build a new Economic Opportunity Program, significantly increasing the support and resources for small businesses in the Tenderloin.
- Pivoted to address the challenges of the COVID-19 pandemic and, in partnership with OEWD, provided more than \$200,000 in grant funding to support more than 80 businesses during the ongoing economic crisis created by the pandemic.
- Provided funding, technical assistance, in-kind services, and resources to restaurants to assist with pivot to curbside pick-up and outdoor dining.



**11 YEARS**  
SAFE PASSAGE  
PROGRAM  
SERVICES

**1116**  
AVERAGE #  
OF YOUTH  
SERVED DAILY

**680**  
PEOPLE WITH  
DISABILITIES &  
SENIORS  
SERVED DAILY

**202**  
DISTRICT  
BLOG POSTS

## SAFETY & NEIGHBORHOOD PRIDE

### SAFE PROGRAMS

#### Safe Passage

- Safe Passage began the 2019-20 school year by serving as a daily, visible, safety presence for kids & families for the 11th year.
- Led a successful neighborhood-wide 'Safe Trick or Treat Route' effort for the second year, providing kids and families a safe Halloween option in the neighborhood.
- Continued to keep vital economic opportunity for Corner Captains by pivoting during Shelter in Place, holding virtual weekly trainings in April 2020.
- Pivoted Safe Passage to support food security and safe park access during the closure of schools due to the pandemic.
- Collaborated with Salvation Army Kroc Center on a weekly Grocery Delivery Program for TL residents unable to venture out for food during the Pandemic, starting in May 2020
- Established deployment plan to support safe access to Boeddeker Park.
- Expanded Food Security work to support SF & Marin Food Bank food distribution efforts for the Tenderloin.

#### Pedestrian Safety

- Increased Pedestrian Safety Outreach & Advocacy starting in October 2019 with hiring of a Pedestrian Safety Manager.
- Increased pedestrian safety outreach by hiring a team of Safety Captains, who give outreach presentations and provide on-the-ground education on safe crossings throughout the neighborhood.
- TLCBD's Pedestrian Safety Manager begins serving as co-leader of TL Traffic Safety Task Force in May 2020.
- June 2020, Advocated for Covid-19 physical distancing corridors in the TL; assisted in the planning and outreach in selecting and developing corridor changes along Jones and Turk.

## **NEIGHBORHOOD PRIDE**

### **Communications**

- Continued "Tenderloin Talk" digital newsletter, including updates on COVID communications and Clean Team operations, as well as loan and grant opportunities for business owners.
- Developed a Theory of Change for addressing neighborhood issues through a storytelling for change approach.
- Published 202 blog posts showcasing neighborhood news, events, and other stories
- Increased social media following and engagements including promotion of local businesses and events.
- Launched the new #TLTogether stories with interviews featuring community members including merchants and small business proprietors, residents, and CBO representatives among others.
- Continued to advance the TL Thrives initiative, TLCBD's commitment to addressing the community trauma and harms associated with the open-air drug trade in the Tenderloin by building support for six block-based groups, and participating in Street Level Drug Dealing Task Force working group meetings.

### **Block Groups**

- Worked with a consultant to deliver block group organizing, outreach and administrative support, establishing our approach to block improvements.
- Continued lead role in a rebranded "Four Corner Friday" events, a neighborhood-wide activation during the afternoon on the first Fridays of the month, with new table banners, pinwheels and giveaway materials.
- Created a mini grant program for new ideas and activities for participation in Four Corner Friday including: drumming, performances, food giveaways, and music.
- Held two convening events with block groups to bring all six groups together for a whole neighborhood focus including:
  - 1) Block Safety Day: an initial meeting with all block groups with a tour of each block, visioning session
  - 2) Halloween Crawl: an event for kids to go trick-or-treating throughout the neighborhood
- Started a Community Pride Through Environmental Design (CPTED) program where block groups assess each parcel on their block and rate the physical elements of each that help or hinder a sense of care and pride. Two block groups completed this process and began plans for physical improvement projects.
- Led a collaborative process with City Partners to establish roundtable meetings and working groups for the Tenderloin Plan (response to COVID-19).
- Strengthened block group communications with some groups meeting weekly instead of monthly, worked with City partners to close blocks for block-led resource initiatives.
- Improved block group attendance and participation with all block groups advancing to higher levels of self-sufficiency.





## INVITING SPACE

- Established the Inviting Space program to complement TLCBD's other programs by fostering safe, clean, and inviting shared public spaces.
- Hired full-time leadership staff for Inviting Space Program.
- Established Inviting Space Committee with neighborhood business owners and residents to help guide this work.
- Led the implementation of the community's vision for a coordinated Park Network
- Hosted the reopening celebration of Turk-Hyde Mini Park with over 200 attendees; speakers included Mayor Breed, Supervisor Haney, other partners and residents.
- Launched Urban Alchemy stewardship program for Turk-Hyde Mini Park and saw early success with 10-15 families consistently using the park in the afternoons.
- Created programming agreements with The Healing Well, a neighborhood wellness organization and CounterPulse, a neighborhood arts organization.
- Supported resident health and safety initiatives by working closely with SF Rec and Park and the Department of Public Health to monitor COVID-19 conditions and implement park closures in March 2020.
- Commissioned seven unique artist designs for the 68 Bigbelly trash receptacles
- Created 3 murals featuring poems written by Tenderloin youths through a partnership with non-profit 826 Valencia.
- Completed a community mural on the 300 block of Ellis to honor local TL legends who symbolically stand in line with Glide's guests.



**213**  
CAMERA  
VIEWS AS OF  
JUNE 2020

**473**  
FOOTAGE  
REQUESTS  
FULFILLED

**\$750,000**  
PRIVATELY  
RAISED FOR  
EXPANSION

**94**  
CAMERAS  
INSTALLED AS  
OF JUNE  
2020

### CAMERA NETWORK

- The Tenderloin Camera Network fulfilled 473 requests for video footage to support community safety in the neighborhood. Footage was provided to the Police Department, District Attorney's Office, Public Defender's Office, and the Office of Police Accountability, among others.
- Continued the rapid expansion of the Tenderloin Camera Network using a \$750,000 grant from the Silicon Valley Community Foundation (funding from July 2018 to June 2020).
- As of June 2020, the Tenderloin Camera Network included 94 multi-sensor cameras and 213 camera views.

### DISTRICT BOUNDARIES



## **TLCBD BOARD OF DIRECTORS**

**(FY 2019-2020)**

Lowell Caulder, (President) | Studio Dental  
Rhiannon Bailard (Vice President) | UC Hasting Law  
Adam Tetenbaum (Treasurer) | Olympic Residential Group  
Mike Vuong (Secretary) | Boys & Girls Club San Francisco  
Susie McKinnon | Cova Hotel  
Beth Borgna | Dolmen Property Group  
Regina Guggenheim | Broadway San Francisco  
Rene Colorado, Jr. | Lers Ros, Esan Classic  
Soha Abdou | Chinatown Community Development Center (CCDC)  
Curtis Bradford | Resident  
James Neal | Resident  
Christy Shirilla | Resident  
Kristen Villalobos | Resident  
Charles Deffarges | SF Bike Coalition  
Paula Fleisher | UCSF

## **TLCBD STAFF**

**(FY 2019-2020)**

Simon Bertrang, Executive Director  
Kate Robinson, Senior Director of Neighborhood Pride  
Fernando Pujals, Senior Director of Communications & Clean Engagement  
Lorraine Lewis, Director of Business Planning & Administration  
Greg Moore, Director of Safe Programs  
Hunter Franks, Director of Inviting Space  
Shayna Yasuhara, Communications Manager  
JaLil Turner, Safe Passage Program Manager  
Phoet Tak, Project Manager  
Alicia Seleska, Administrative Coordinator  
Eric Rozell, Pedestrian Safety Manager



# AROUND HERE WE TEND TO KNOW OUR NEIGHBORS



“Back in 1983, my mom got all three of us sisters to the United States. We traveled here by boat. It was just her with the three daughters—ages six, four, and two years old at that time. She left with basically no possessions and not sure what would happen on the journey.”

-Linh  
Mong Thu Cafe  
Daughter of Restaurant Owner, Kim Lien Nguyen



Examples of TLCBD Communication Outreach in 2019-20