



TENDER
LOIN COMMUNITY
BENEFIT
DISTRICT

ANNUAL REPORT FISCAL YEAR 2020-2021

Presented To:

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

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introduction

In 2005, Tenderloin community leaders and property owners joined together to create the Tenderloin Community Benefit District (TLCBD). For 14 years TLCBD worked to turn an annual investment by the property owners into much needed supplemental services and programs that benefited everyone in the community. Then in 2019, Tenderloin property owners voted resoundingly to expand the boundaries of the district, increase their annual assessment and to continue the investment for another 15 years. The City and County approved a new management plan and in January 2020, TLCBD began expanded operations to lead the evolution of the Tenderloin into an vibrant community for all who live, work and visit one of the most storied neighborhoods in San Francisco.

But three months into 2020, the global COVID-19 pandemic brought uncertainty, exacerbated community trauma, and strained our typical ways of working together. The pandemic laid bare the deepening disparities in human health, social equity and economic security that were already endemic in the Tenderloin. However, it also reinforced the community's commitment to one another, and deepened our organizational understanding and capacity to respond programmatically to the emerging needs of our residents and businesses. Over the course of next fiscal year, **TLCBD rapidly expanded the range of services** that we provided in the neighborhood, and we came to recognize the organization's growth required foundational support systems and a reimagining of our role in the Tenderloin's development and resilience. Through a renewed focus on **community-led solutions**, we are reimagining the role of the **TLCBD as anchor institution, organizer, incubator and innovator.**



introduction

This fiscal year, TLCBD built out its programs to support the Tenderloin in its moment of need: through a new Parks and Open Spaces stewardship program, economic and food security assistance for small businesses and residents, Pedestrian Safety advocacy, an expanded Tenderloin Camera Network, and Neighborhood Pride organizing. We have continued to deepen the work of Safe Passage and the Clean Team. Even as the TLCBD has [expanded programs and services to meet the social, economic and environmental needs of the community](#), our need for administrative and fiscal supports deepened.

In five years the TLCBD has grown from an organization run by an outside consultant and a handful of staff to 16 executive management staff and almost 30 direct-service positions consisting mainly of Tenderloin residents. To sustain our organization's current service delivery, we must [re-invest in the foundational systems](#) that better support our organization-wide needs in finance, human resources, grants and development, and communications.

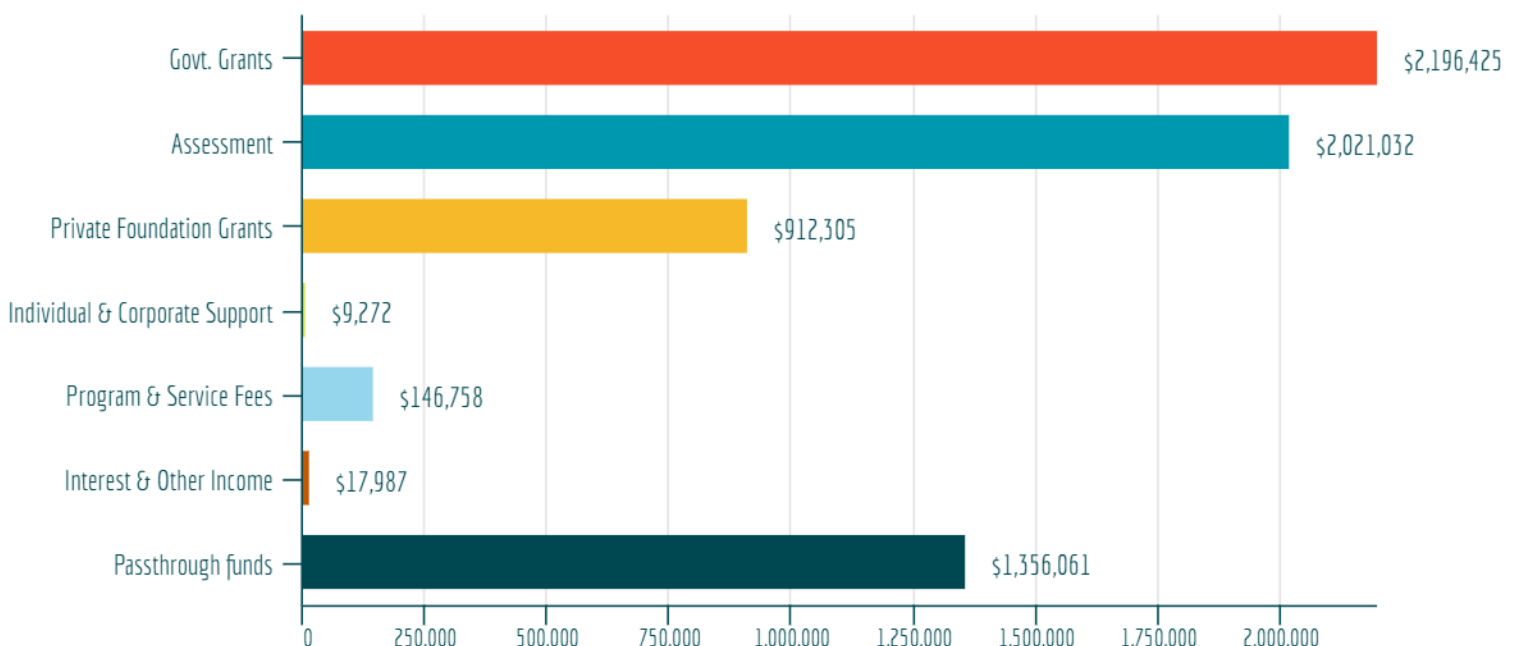
National issues of equity, urban transformation, community-based safety strategies, economic opportunity and resilience for businesses and residents alike, are all in the forefront of funding priorities identified by federal, state and private investment. We are confident that the TLCBD is now poised to be [a catalyst in the Tenderloin for community-led solutions](#) to address these issues. We ask for your consideration and support in the coming months, as we work to restructure, refine and scale the organizational means and methods by which we deliver services and advocate for the Tenderloin community.



revenue

assessment total: \$2,021,032
total budget: \$6,659,840
passthrough: \$1,356,061

By Type



TL Transforms is TLCBD's new flagship initiative encompassing all of our community-driven physical improvement projects and the organizing to support them. We work with residents, businesses, and partner organizations to beautify and activate spaces throughout the District. TL Transforms aims to demonstrate that we can address issues of equity and access to safe and clean shared outdoor spaces in a densely-populated, urban neighborhood like the Tenderloin. We convene, organize and empower our residents through Block Groups to identify and lead physical transformation projects and, in partnership with city partners, we advocate for the funding, maintenance, safety and infrastructure to sustain these advances.

In Fiscal Year 2020-2021 our core programs included:

- **Clean:** daily sweeping, weekly pressure washing and Bigbelly trash receptacles at every intersection
- **Safe:** community-led visible safety presence focused on children and seniors as well as advocacy for pedestrian safety and calmer streets
- **Inviting Space:** physical improvement projects and stewardship of shared spaces and parks
- **Economic Opportunity:** helping small businesses thrive
- **Neighborhood Pride:** block groups, organizing and resident advocacy
- **Youth Voice:** empowering transitional age youth to organize for community and policy action
- **Camera Network** - providing after-the-fact footage to support criminal justice system



leadership & operational strategy

This last year, the Tenderloin community faced unprecedented challenges. TLCBD, with the support of OEWD's Invest in Neighborhoods, other City Partners, Tenderloin property owners and private foundations, was at the forefront of the response, bringing vision, solutions, services and resources to meet the needs of our community and magnify community-led solutions.

Highlights and accomplishments, together with our operational strategy, are outlined below.

- Engaged a consultant specializing in **organizational development and grants management** to facilitate a strategic plan for the next three years of TLC BD's development and funding sustainability.
- **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 oversaw Pedestrian Safety initiative that partnered with Tenderloin Traffic Safety Task Force to drive policy changes and improvements for sidewalks, intersections and the neighborhood as whole. TLCBD also built partnerships with neighborhood schools and nonprofits providing services for children and seniors, and expanding to support both Lower Polk CBD and food pantries. Finally, TLCBD forged partnerships in community-led safety that utilized Urban Alchemy practitioners to bring positive engagement and de-escalation strategies to support the safety of residents.
- **Inviting Space:** Overseeing an expanding program to steward the Tenderloin Park Network and realized a community-driven vision for Safe Passage Park on the 200 block of Turk; upholding a vision for beautiful and inviting shared public spaces;
- **Economic Opportunity:** Overseeing our programs for lease negotiation; business attraction and retention; supporting small businesses with mini-grants; and building partnerships to support workforce development for neighborhood residents;
- **Neighborhood Pride:** Overseeing programs that build neighborhood agency and voice by supporting a handful of Block Groups to create a community-driven vision for TL Transforms;
- **Youth Voice:** secured federal funding and launched a new program educating youth ages 14-24 to learn how to turn research into policy action. As a youth-led initiative, TLCBD educates and empowers youth to conduct primary and secondary research in the Tenderloin; to analyze policy initiatives and interventions aimed at addressing the systemic challenges - such as drug-use, violence, homelessness and crime in the Tenderloin; and advocating for youth-led policy change at the highest levels of government and leading community organizing and action.
- **Camera Program:** expanded network that provides after-the-fact camera footage to the police, district attorney and public defender. Also secured operational funding for the next four years;

Clean

OUR IMPACT

Pounds of trash removed = 292,600
Bags of trash removed = 11,704
Graffiti and stickers abated = 7,610
Moments of hospitality assistance = 261
Hot Spots pressure washed = 1,119
Block faces pressure washed = 6,270
Human & animal waste sanitized = 26,920
Needles safely removed = 11,257

- 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, pressure washing sidewalks, 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 since January 2020. Divided neighborhood into zones that were pressure washed on the same day every week in order to improve accountability and predictability.
- Even in the face of challenges and risks created by the COVID-19 pandemic, TLCBD's Clean Team continued to be a daily, visible presence as "essential workers" for the neighborhood.
- Funded by the Mayor's Office and District 6 Supervisor's Office, TLCBD placed Bigbelly trash receptacles at every intersection in the Tenderloin. These 68 Bigbellies are a positive addition to the neighborhood, almost doubling the number of receptacles and standing out proudly with colorful artist-designed wraps.
- TLCBD's Clean & Inviting Space programs collaborated on continued Bigbelly program, maintaining 68 stations, the largest fleet in San Francisco. This has also strengthened partnerships with SF Recology, Public Works, the Chamber of Commerce and Bigbelly.

OUR IMPACT

Daily average # of children served = 97
Total # of seniors/disabled served = 6,622
Total # of residents employed (both Corner Captains, and Leads) = 35
Total # of days of operation = 213
Total # of "activations" = shifts for activations of public space = 659
more than 2 events in public space every week-day of the year

Total # of children served = 21,215 (1 in 2 children in the TL are served by Safe Passage)

Safe Passage has served as a daily, visible safety presence for kids and families for 12 years and continued in the face of the pandemic.

- 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 - June, 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 distribution efforts for the TL.

We began 2020-21 school year with supporting SFMTA's Safe Routes to Schools with outreach on program resources, activities, & events at Tenderloin Community School as well as schools in nearby neighborhoods where many TL children attend class, and pivoted to all-virtual

Safe



Safe

Pedestrian Safety assisted in establishing COVID physical distance corridors, QuickBuilds, 20mph/No Turn On Red, Muni service, TL Community Action Plan, etc.); and completed a survey on TL pedestrian safety conditions with over 100 seniors, and presented results to DPH. Distributed 150 Safety Goodie Bags to neighborhood seniors, who due to COVID, were specifically vulnerable population during the pandemic, and escort services were suspended.

TLCBD's Pedestrian Safety Manager increased and expanded Pedestrian Safety Outreach & Capacity Building with community residents and organizations while strengthening relationships with city agencies (i.e. SFFD, SFCTA, SFMTA, etc.), providing safety resources including safe street crossings for seniors & youth at priority 'high-risk' intersections. We increased and expanded pedestrian safety outreach with Safety Captain team, who give outreach presentations and provide on-the-ground education on safe crossings throughout the neighborhood.

TLCBD's Pedestrian Safety Manager also served as co-leader of TL Traffic Safety Task Force, assisted in the collaboration 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, assisted in the collaboration with the Boys & Girls Club weekly Grocery Delivery Program for 201 Turk St. residents unable to venture out for food during the Pandemic, starting in June 2020.

Advocating for Covid-19 physical distancing corridors in the TL; we assisted in the planning, implementation and outreach in selecting and developing corridor changes along Jones St. and Turk St., starting in June 2020; we assisted in the outreach and installation of Pedestrian Scrambles at eleven of the Tenderloin's most dangerous intersections, and helped in the planning, outreach and implementation of Leavenworth and Golden Gate QuickBuilds. Starting in January 2021, we assisted the SFMTA in the planning and implementation of 20MPH & No Turn On Red changes throughout the Tenderloin!

Inviting Space

OUR IMPACT

of visitors to all three parks = 235 daily

of "activations" (i.e., planned programmatic events at the parks) = 72 parks programs

of Play Streets events 9

Event highlights included: Drum circle, School supplies giveaway, Mini golf, local museum art activities, Halloween costume contest, bike obstacle course, and Covid testing

86 attendees per event average

400 families served

284 Covid test administered through partnership with Department of Public Health

The parks and open spaces played an increasingly significant role in the pandemic, allowing for TLCBD to use these activations and spaces as opportunities to connect the community to meaningful services, resources and to create outdoor opportunities - making joy visible. In 2021 we:

- Expanded 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 and fully staffed and stewarded the parks.
- Fostered community-led activities in the parks through our TL Resident Parks Advisory Council with neighborhood business owners and residents to help guide this work.
- Led the implementation of the community's vision for a coordinated Park Network and prepared for Safe Passage Park (SPark) to open on the 200 block of Turk.

\$500 stipends to resident volunteers

of Park Captains & Leads employed = 8

Park Captains + 1 Park Captain Coordinator

of art installations = 6 murals

with Paint The Void

826 Valencia

8 k-rail murals with SF Arts Commission and SPIN

of Art-wrapped Bigbelly waste receptacles with art from local artists = 68

and location of targeted sidewalk or physical improvements (SPark) = 1



Inviting Space

- 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 to use the parks and events as "health interventions" for testing and vaccination.
- 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.



Economic Opportunity

OUR IMPACT

- # of business-owners assisted = 60
- # of mini grants funded = 95
- # of businesses assisted = 82
- Total financial assistance to businesses = \$213,000
- # of businesses receiving Shared Spaces Outdoor equipment = 14
- # of small businesses served in database = 250+
- # of applications supported for city/corporate grants = 73

- # SF Shines applications = 46
- #SF Help loan applications = 27
- # of food insecure residents served with economic opportunity pilot partnership = 3,500
- # of signed leases for new businesses opened = 2
- # of signed, renewed leases = 1
- # of lease terminations = 1
- # of LOIs/Proposals submitted = 13
- # of leases reviewed/negotiated = 15

TL small business storefronts faced significant, unprecedented challenges due to the COVID pandemic. TLCBD's newly-formed Economic Opportunity program - leveraging its newly-built database (of 250+ businesses) - developed strategies and tactics to quickly pivot and respond to the urgent needs:

- helping businesses significantly impacted by lost revenue (due to shut-downs, re-openings and shut-downs again), temporary and in some cases permanent closures, and lost customers;
- being nimble and quick to react, building internal financial processes for grant disbursement to almost 100 businesses;
- completing applications for city/corporate grant programs for SF Relief and SF Shines for Reopening, in addition to multiple city and state loan applications;
- identifying ways to help business owners and their employees feel safe (with devastating street conditions and an uptick in crime);
- providing assistance to help maintain vibrancy, and support businesses experiencing vandalism, store theft, and broken/boarded up windows;
- delivering webinars to inform business owners about:
- TLCBD's economic opportunity services, plus the COVID-19 TL Mini-Grant program, and meal delivery service RFQ
- the eviction moratorium;

Economic Opportunity

- supporting the execution of the Larkin Street and Golden Gate Avenue Shared Spaces street closure outdoor dining program - utilizing mini-grant funds for the purchase of equipment for outdoor dining for 14 businesses;
- delivering a Tenderloin Health and Economic Relief Pilot Program in partnership with SF New Deal;
- delivered 3,500 nutritious meals to food insecure residents
- partnered with three Tenderloin restaurants:
 - Kusina Ni Tess
 - Morty's Delicatessen
 - Golden Era Vegan
- increased revenue and hours/wages for businesses' existing employees;
- supporting existing and new businesses with the negotiation and review of leases, LOIs and proposals.
- supporting the Tenderloin Merchants Association (TMA):
- served as fiscal sponsor - disbursing grant funds in support of businesses
- helped market and promote merchant businesses
- enabled capacity building.

Neighborhood Pride

Resident Voice

OUR IMPACT

of block group meetings = 84

of attendees = Average 7 each

of improvements/interventions planned = 12

of improvements/interventions completed = 9

Neighborhood Pride is about shifting power to Tenderloin residents and businesses, so they agency over their future and in their neighborhood's future. Much of this work is built through consistent relationship building, leadership development, and accessible resources. What does Neighborhood Pride look like in the time of COVID? This has been a true test of this work. We have seen an entire neighborhood experience tragedies and hardship and yet, we can still see the fabric of connectedness and mutual support woven throughout - making a strong community. It is the neighbor to neighbor support that builds that foundation, which has led to incredible innovations that we have never seen before in the Tenderloin.

TL Transforms:

The Block Group strategy has proven to be both useful and effective during the COVID-19 crisis. It created these very central places to gather and share critical information, as well as make quick decisions with stakeholders at the lead. In 2021, TLCBD expanded its Block Group lens to center on neighborhood equity and leadership, innovation through multi-sector partnership, and transformation impacting the whole neighborhood. This work brought TLCBD's Neighborhood Pride and Inviting Space programs in close alignment and accomplished the following through the power of the Block Groups:



Neighborhood Pride

Three (3) of the now seven (7) Block Groups (growing from 6) began meeting more frequently, sometimes weekly, to carry out transformational projects on their blocks

300 Ellis - Partnered with Painting the Void to pay homage to "Neighborhood Legends" with their portraits painted on a large fence; Worked closely with SFMTA to close the block from traffic; The Block Group met weekly for the whole year to implement the street closure and coordinated programming including the Tenderloin Community Hub which hosts the weekly food pantry, COVID testing and vaccinations, mobile showers, and additional resources.

200/300 Turk - Created a network for food resources to be distributed to nearby households; Partnered with Livable City to implement a Play Street series in response to the critical need for youth, families, and seniors on the block to have safe, open space; met weekly with Envelope A+D and City partners to create a permanent Play Street named Safe Passage Park (SPark); SPark is a model for block level advocacy leading to consistent collaboration and City accountability, leading to block-led neighborhood transformation.

100 Golden Gate - (part of the Golden Gate Safety Group) Met weekly for several months and partnered with SFMTA to open their block to pedestrians, particularly clients of St. Anthony's, every day from 6am to 3pm; Now meet twice monthly and created a working group focused on creating the Golden Gate Greenway to make this permanent; 100 Golden Gate now hosts Play Streets twice monthly.

Additional Neighborhood Pride Accomplishments

Created a Resident Block Representative program to recognize the often unpaid contributions of residents who are subject matter experts - shifting the power structure and voice of Block Groups. 3 Resident Block Reps piloted this work, and took on significant leadership roles within their Block Groups.

Restructured the Neighborhood Pride Committee to be a convening opportunity for residents from block groups to share ideas, challenges, and build community. The majority of the committee became neighborhood residents who collectively led decisions made for the program.

Expanded Neighborhood Pride to include Youth Voice, engaging youth leaders in the same work to transform the neighborhood through their voice and leadership.

Awarded a mini grant to the BLES (Better Lower Eddy Street) Block Group for continuing 4 Corner Friday virtually throughout the pandemic. With the funds, the resident group created a neighborhood emblem, a symbol of pride, and put them on t-shirts.



OUR IMPACT

of youth interns = 7 interns

of days employed = 53 days

of trainings provided = 10 trainings

The Project Safe Neighborhoods program started January 2021 through a federal grant with Department of Justice and the Children's Initiative, aimed at disrupting the cycle of youth engagement in the drug trade. The period between January 2021 and June 30 2021 we prepared for the start of our intern program which launched on June 16th. We started the overall program in January and planned for our launch of a Summer Intern program. Youth focused on issues impacting Transitional Age Youth (14-24) in the TL, such as: Housing availability, Budget priority for CART, Park Stewardship, Neighborhood Safety Presence expansion, Participation in TL Community Action Plan, Process for partners getting housing together, Noise Pollution, Harm Reduction Services, Safe Consumption Sites, Open Space for teens/TAY, Improve Coordinated Entry, Disruption of Open Air Drug Market, Healthy food options in local markets. A key highlight for the year was the support that the TLCBD was able to give to the after school programs in the neighborhood. The Tenderloin After School Program Collaborative brings 15 plus organizations together weekly. We were able to coordinate with HealSF and the Center for Youth Wellness to provide TLASP with a six session trauma training focused on Early Childhood Adverse Experiences as well as community trauma. By the end of the year, we were in discussions about getting a convener group more focused on teens and Transitional Age Youth programs. We were excited about our relationship with Larkin St. Youth Services. We were able to get 3 referrals for the Youth Voice Intern program which started in June 2021. Furthermore, we made progress on completion of a Tenderloin Neighborhood Assets and Needs Landscape Analysis. This program, lead by a steering committee of stakeholders such as DCYF, HealSF, UCSF, AROC, has led to deeper collaboration within the TL community. In 2021-22 the program will continue to foment.

Youth Voice



Board Roster

Lowell Caulder (President), Business Owner Representative, Studio Dental
Rhiannon Bailard (Vice President), Property Owner Representative, UC Hastings Law
Adam Tetenbaum (Treasurer), Property Owner Representative, Olympic Residential Group
Michael Vuong (Secretary), Business Owner Representative, Boys & Girls Clubs of San Francisco

Curtis Bradford (Committee Chair), Resident Representative
Kristen Villalobos (Committee Chair), Resident Representative
Christy Shirilla (Committee Chair), Resident Representative
Susie McKinnon (Committee Chair), Property Owner Representative, Cova Hotel
Aashish Kharkanis (Committee Chair), At-large Representative

Soha Abdou, Property Owner Representative, Chinatown Community Development Center
Regina Guggenheim, Property Owner Representative, BroadwaySF
Beth Borgna, Property Owner Representative, Dolmen Properties
Cindy Ramesh, Property Owner Representative, Hilton
Rene Colorado Jr., Business Owner Representative, Ler Ros
Jennifer Kiss, At-large Representative

District Boundary Map

