**THE PROBLEM**
People with low incomes struggle to live and thrive in San Francisco because of high housing costs, deeply inadequate neighborhood resources, and underlying economic and racial inequity.

**OUR OPERATING PRINCIPLES**
We maintain an effective, equitable, and sustainable organization.

**OUR FOCUS**
We are Tenderloin-based, with a citywide scope. We focus foremost on people with the lowest incomes.

**OUR ULTIMATE GOAL**
People with low incomes have equitable access to opportunity and the resources they need to thrive in their neighborhood.

**HOMES**
- We develop and provide affordable homes.
- Affordable housing supply increases in San Francisco.
- TNDC tenants are stably housed.
- Reduction in homelessness in San Francisco.

**HEALTH**
- We offer services to promote community health and well-being.
- TNDC tenants’ health stabilizes or improves.
- The Tenderloin has the amenities of a thriving neighborhood.
- Improvement in well-being of TNDC tenants and Tenderloin residents.
- Increase in lifetime opportunity for children living in TNDC housing and children consistently engaged in TNDC programs.

**VOICE**
- We amplify the voice of our constituents.
- TNDC tenants and Tenderloin residents are empowered and exercise consequential voice in issues that affect them.
- Decision makers are committed to policies that benefit people with low incomes and people of color.
- State and local policy decisions prioritize people with low incomes and people of color.

**IMPACTS**
- Reduction in displacement of people with low incomes and people of color.
- People with low incomes have equitable access to opportunity and the resources they need to thrive in their neighborhood.

**OUTCOMES**
- TNDC tenants are stably housed.
- The Tenderloin has the amenities of a thriving neighborhood.
- Improvement in well-being of TNDC tenants and Tenderloin residents.
- Increase in lifetime opportunity for children living in TNDC housing and children consistently engaged in TNDC programs.
OUR MISSION IS...
...to develop community and provide affordable housing and services for people with low incomes in the Tenderloin and throughout San Francisco to promote equitable access to opportunity and resources.

OUR THEORY OF CHANGE IS...
...our ‘North Star’, providing a direction for everyone in the organization to navigate towards.

...a roadmap of how the work that we intend to do will achieve our mission. It sets out how our proposed strategy (in the areas of homes, health and voice) will affect the people that we serve (outcomes) and the long-term change we hope to have (impact).

...our ‘elevator pitch’, helping us to clearly explain our strategic priorities to each other and to people outside TNDC.

...our accountability mechanism, outlining the outcomes that we want to hold ourselves accountable to and we want others to hold us accountable too.

OUR PLAN IS...
...to use the Theory of Change as one screen when deciding whether potential opportunities will help us get closer to our end-goals.

...to use the Theory of Change as a framework for measuring and evaluating our impact in the areas of homes, health and voice, for the individuals and communities that we serve.

OUR NEXT STEP IS...
...to deepen our understanding of how the work that we do leads to the outcomes that we wish to have for the people that we serve.

...to deepen our understanding of how we measure the outcomes of our work.