



UNION SQUARE ALLIANCE BOARD OF DIRECTORS MEETING

Minutes

November 20, 2025 – 9:00-11:00 a.m.

Grand Hyatt San Francisco
345 Stockton Street
36th Floor, SkylineAB

Board Members in attendance (all in person): Clif Clark (Westin St. Francis), David Lewin (Grand Hyatt Union Square San Francisco), Don Thomas (Donatello) - Vice President acting as Board Chair, Evan J. Kaizer (Sieroty Company, Inc.), J. Timothy Falvey (Hanford-Freund), James Sangiacomo (Trinity Properties), Jordan Buckley (Paramount Hotels), Julie Taylor (Collier's International), Kevin Flanagan (Recology), Lauren Ellis (CK Contemporary), Maxine Papadakis (Resident), Peter Hart (Hilton Union Square San Francisco), Russell D. Keil, Jr. (The Keil Companies), Spencer Sechler (ACE Parking), Shirley Howard-Johnson (Entertainment & Arts Consultant), Stephen Brett (Brett & Co.), Manuela Anne King (RHAA), and Brian Fenwick (The Marker Hotel).

Staff and contractors: Marisa Rodriguez (CEO), Benjamin Horne (CFO), Ken Rich (Director of Economic Development & Policy), Daniela Vasile (COO), Zarrina Yousufzai (Finance & HR Associate), Liza Bernard (Events Coordinator), Marlenne Mendoza (Project Coordinator), Melanie Medina (Executive Assistant), Hollie Chiao (Marketing & Communications Associate), E. Ryan Santamaria (Intern), Beau Simon (Womble Bond Dickinson), Jaffar Mendieta (Block by Block), Mike Jones (Block by Block).

Guests: Mark Hennon (BRV), Amy Foo (BRV) Jackie Hazelwood (OEWD), Scott Rowitz (Yerba Buena Partnership), John Callan (Property Owner), and Tammy Brock (Property Owner).

Summary of Actions Taken by the Board of Directors

- **Action:** The Board unanimously approved to accept the CEO's report including ratifying the actions of the Executive committee from October 23, 2025, as motioned by Brian Fenwick and seconded by Jim Sangiacomo.
- **Action:** The Board unanimously approved the July 24, 2025, meeting minutes, as motioned by Julie Taylor and seconded by Evan Kaizer.
- **Action:** The Board unanimously approved the Nintendo sponsorship, as motioned by Julie Taylor and seconded by Shirley Howard-Johnson.
- **Action:** The Board unanimously approved the Union Square in Bloom 2026 sponsorship deck, as motioned by Peter Hart and seconded by Brian Fenwick.
- **Action:** The Board unanimously approved 990 and related state reports for the 24-25FY, as motioned by Jim Sangiacomo and seconded by Russell D. Keil, Jr.



- **Action:** The Board unanimously approved Unaudited Financial Reports of October 2025, as motioned by Tim Falvey and seconded by Clif Clark.
- **Action:** The Board unanimously approved a draw of \$500,000 on line of credit (as necessary), as motioned by Stephen Brett and seconded by Shirley Howard-Johnson.
- **Action:** The Board unanimously approved Block by Block contract for July-October 2025 , as motioned by Don Thomas and seconded by Julie Taylor.
- **Action:** The Board unanimously approved Allbay Landscaping contract for landscape maintenance throughout Union Square, as motioned by Julie Taylor and seconded by Tim Falvey.
- **Action:** The Board unanimously approved EFA contract and additional expenditure above the \$20K LOI approved in early October, as motioned by Evan Kaizer and Jim Sangiacomo.
- **Action:** The Board unanimously approved permit to install and operate sound equipment for Union Square project with Rec & Park, as motioned by Evan Kaizer and seconded by Tim Falvey.

1. Call to order, roll call, introductions, and welcome to Grand Hyatt

As Vice President of the Alliance Board acting as Board Chair, Don Thomas called the meeting to order at 9:01 a.m., thanking Grand Hyatt and David Lewin for hosting. Don then took roll call.

2. Public comment

Don called for a public comment.

Jaffar Mendieta acknowledged Block by Block lead, Mike Jones for his life-saving actions, noting that he reversed four overdoses over the past two months in the Union Square area, including one earlier that morning. Members thanked Mike and he was given a round of applause and members expressed their gratitude and appreciation.

3. CEO's report

• Staffing updates

Marisa announced that the Alliance has identified a candidate for the Director of Services position and has received a signed offer letter and he will start in Mid-December. The Alliance plans to formally introduce him at the next Board meeting in January. Additionally, Block by Block has named Miracle Matau (former Member Services Supervisor) as the Alliance's Operations Manager following Jaffar's promotion to Regional Manager.. Miracle was not present at the meeting, as she was attending managerial training in Kentucky.

• Macy's Tree Update

Marisa shared that the Macy's Great Tree, presented by Ripple, has been lit, and the ice-skating rink is now open for the season. She invited the Board to attend the VIP Opening Night of Winter Walk on December 13. The Winter Walk event will run through December 24. Marisa also expressed gratitude to the DDC for their support in funding Winter Walk, which allowed the event to remain on Stockton Street.

• Union Square Park Services Update

Ben reminded the Board that the Alliance has discontinued its daily services in the plaza. Moving forward, Block by Block and Legion have contracted directly with San Francisco Recreation and Parks to manage these services. The Alliance will continue to provide event-related services as requested by event producers. Regarding the Stage Improvement Project, completion is now



projected for February-March 2026. The original goal was to finish the project before the 2025 holiday season; however, the timeline was delayed due to the sourcing of new materials for the project and order lead times.

- Safe Shopper Press Conference

Marisa stated that the Safe Shopper Press Conference was a success. The conference consisted of Mayor Daniel Lurie announcing measures to reinforce public safety and support economic activity during the upcoming holiday season, especially in Union Square. To accommodate increased visitor traffic from November 29, 2025, through January 2, 2026, SFPD will double officer deployments in the district. These measures are intended to ensure the safety of shoppers, residents, and visitors while sustaining the city's ongoing economic momentum.

- DDC Security Camera grant

Ben reported that a draft grant agreement will be submitted to the DDC. He noted that Dmitri Shimolin of AVS/SafeCity Connect has been working on the project for over a year to receive the funding to allocate cameras along the Market Street corridor in preparation for large upcoming events such as the Superbowl and FIFA World Cup.

- Union Square Foundation Holiday Fundraiser – December 2nd at Chotto Matte, 6pm-9pm

Liza provided details on the USF Holiday Fundraiser, stating that the event will take place at Chotto Matte on December 2nd, 6-9pm. The evening will feature music, a photobooth, food and drinks, prizes, and a casino-themed experience.

- Marisa highlighted the Executive Committee actions from the meeting of October 23, 2025 at which the Committee discussed and approved:

- Minutes of August 28, 2025, meeting
- IPS Security service agreement for Winter Walk security for \$98,000
- Leftwich Events Services service agreement for Winter Walk staff for \$33,900
- Contract with SF Holiday Lighting for holiday lighting services
- Legion contract
- Event services agreement with rec & park
- RFP230 amendment for \$550,000

CLOSED SESSION

- Closed session minutes from October 23, 2025
- Intern role extension

Action to accept the CEO's report including ratifying the actions of the Executive committee from October 23, 2025.

Action: The Board unanimously approved to accept the CEO's report including ratifying the actions of the Executive committee from October 23, 2025, as motioned by Brian Fenwick and seconded by Jim Sangiacomo.

4. **Action to approve the October 1, 2025, meeting minutes.**

The Board reviewed the previous meeting minutes which were sent out ahead of the meeting.



Action: The Board unanimously approved the July 24, 2025, meeting minutes, as motioned by Julie Taylor and seconded by Evan Kaizer.

5. Update on bylaws voting

Melanie provided a brief update on the bylaws, sharing that they are on track to pass. Preliminary results show 18.4% weighted "yes" votes in favor of approval and less than 2% were against the passage. The final day to submit ballots is December 1, and a 15% weighted "yes" vote quorum is required for the bylaws to pass. Physical copies were available at the meeting and at the Alliance offices for any property owners who have not yet submitted their vote.

6. Update on the RFP process for strategic planning

Ben stated that there were initially nine firms that applied, and the team has selected four finalists; P.U.M.A., Uncommon Bridges, Beacon Economics, and Streetsense. A key focus of the plan will be economic development, and the staff envisions higher one lead facilitator (PUMA or Uncommon Bridges) and then one Economic Development firm (Beacon or Streetsense). Final proposals are due by 12/19. Ben went over the expected strategic planning process and project timeline. In January, the Alliance will make a final decision to share in the upcoming Board of Directors meeting for their approval. The development of the strategic plan is projected to take place from February through September.

7. To Receive the BID's Advisory Committee reports and to take action to approve several Committee recommendations:

a. Marketing & Communications (Mark Sullivan)

• Social Media and PR Updates

Hollie recognized all the new businesses in the district, including Popmart, Just for Fun, and Bang & Olufsen opening soon. Furthermore, Marisa encouraged the Board to follow her on her professional Instagram account (marisarodriguezsf), that is intended for her to publicly advocate for and support Union Square and engage with the community. A website is also anticipated to launch soon to highlight projects and ongoing advocacy efforts.

• Holidays 2025

○ Winter Walk

Liza shared that Winter Walk presented by JPMorgan Chase, will take place from December 13 through December 24. Programming is anticipated to run Mondays through Wednesdays from 11:00 a.m. to 7:00 p.m., and Thursdays through Sundays from 11:00 a.m. to 9:00 p.m. The event will span Stockton Street, from Post to Geary and from Geary to O'Farrell. This year's Winter Walk is supported by presenting sponsor JPMorgan Chase, turf sponsor Amazon, and additional support from sponsors Mayor Daniel Lurie, OEWD, BuildGroup, SFDDC, United Airlines, and KRON4. Other partnerships for activating Winter Walk include West Coast Craft, We Are the Kind, Salvation Army, and SFSPCA.

Attendees can expect blue turf and arctic-themed décor, food offerings, outdoor bars, daily live music and entertainment, a children's activity area with roaming performers, and an outdoor holiday market. The JPMorgan Chase activation is expected to be hosted in Maiden Lane.



The sponsorship spots still available were the featured sponsor, holiday marketplace sponsor, and holiday décor sponsor.

Hollie discussed the PR anticipations, including separate press releases for Holidays in Union Square and Winter Walk Presented by JPMorganChase, media advisories for the launch of the event and campaign, Bart Ads running from November 24 through December 21, interviews with public figures, three social media posts with holiday templates, newsletters, and one-off emails.

- Update on sponsorships and possible action to approve Nintendo sponsorship
Hollie shared that Nintendo is this year's interested Winter Walk featured sponsor, amounting to \$150K. This would include on site activation on the Winter Walk with costume characters and participation in the ornament trail in a Nintendo ornament.

Action: The Board unanimously approved the Nintendo sponsorship, as motioned by Julie Taylor and seconded by Shirley Howard-Johnson.

- Action to approve Union Square in Bloom 2026 sponsorship deck

Marisa provided an overview of the sponsorship deck for Union Square in Bloom 2026, with support from the Alliance's sponsorship consultant, Kevin Bartram. The campaign is a six-month celebration running from March through August 2026, designed to engage and captivate San Francisco. Planned events include Tulip Day, the Bloom Fashion Show, the Local Garden, and the Bloomie Awards. Marisa also presented and explained the sponsorship levels and benefits associated with the campaign. Clif Clark made a comment that Bloom helps boosts sales with hotels from the Westin St. Francis' experience in 2025. Peter Hart seconded Clif's comment noting an investment in planter boxes in the lobby of the Hilton Hotel that they use year around beyond Bloom.

Action: The Board unanimously approved the Union Square in Bloom 2026 sponsorship deck, as motioned by Peter Hart and seconded by Brian Fenwick.

- b. Finance & Audit (Jim Sangiacomo)

- Update regarding insurance broker

Zarrina reported that an RFP was issued in late August and distributed to three firms, with proposals received from two: the Alliance's current firm, BPIA Inc., and Gallagher Insurance. She noted that after reviewing the proposals and feedback from the Board, it was determined to move forward with Gallagher, citing the Alliance's significant budget growth and large events such as Tulip Day as a key factor in the decision. As Union Square Foundation renewals take place in late October, the Alliance requested that BPIA proceed with renewing coverage for the Foundation. The Alliance will notify BPIA of its decision to pursue a different provider for the Alliance while continuing its relationship with BPIA for USF-related services until mid-2026.

- Action to approve 990 and related state reports for the 24-25FY.

Ben gave an overview of the 990 which had been e-mailed to the Board before the meeting. He confirmed that the audit results have been reconciled to the 990. He reported that the filing of the returns will take place by mid-December. He encouraged the Board to submit any questions or comments by November 30.



Action: The Board unanimously approved 990 and related state reports for the 24-25FY, as motioned by Jim Sangiacomo and seconded by Russell D. Keil, Jr.

- **Action to accept the Unaudited Financial Reports of October 2025.**

Zarrina reported that due to delays in the execution of City grant contract and the Block by Block contract closing the October books required increased use of estimates and accruals as is reflected in the statements which contain larger accrued expenses as well as estimated revenue and receivable accruals.

For the fiscal year, the Union Square Alliance recorded an operating deficit of \$2.2M as the organization draws down reserves from FY 2024–25 while awaiting the first assessment payment of approximately \$4M, expected in late December. Overall, the organization is outperforming the budget, with a positive net variance of \$33K. Assessments and core operations posted a favorable variance of \$5K, driven by nearly \$36K in additional revenue and lower-than-budgeted expenses in marketing and related activities (\$41K) and administrative costs (\$4K). Clean and Safe expenses were slightly over budget by \$76K, resulting in a net unfavorable spending variance of \$30K. Other Revenues (grants/contracts) reflected an unfavorable variance of \$539K, primarily due to delays in public realm projects. The Union Square Park Improvement Project (SF Live) has been postponed until early 2026, while the Powell Project and RFP226-related activities, including CCTA and Maiden Lane, experienced minor delays. Correspondingly, expenditures in Other Funds were \$556K under budget due to these same delays, resulting in an overall favorable variance of \$28K. USBID assessment operations expenses were in line with the management plan required percentages. As of October 31, 2025, net assets (reserves) totaled \$334K, with a cash balance of \$1.2M. Accounts receivable remained elevated at \$1M, primarily due to outstanding amounts from the Union Square Foundation for August–September and RFP230 for August–October.

Ben commended Zarrina for managing the majority of the accounting close and for assuming increased responsibility for maintaining the organization's financial records.

Action: The Board unanimously approved Unaudited Financial Reports of October 2025, as motioned by Tim Falvey and seconded by Clif Clark.

- **Action to approve draw of \$500,000 of line of credit if necessary**

Ben advised the Board that the Alliance will likely need to utilize its line of credit as the organization awaits the first assessment payment expected to be received by the end of December. It was noted that the line of credit renewal is a 2-year agreement. He asked the Board for permission to make a draw as necessary of up to \$500,000.

Action: The Board unanimously approved the draw of \$500,000 of line of credit (as necessary), as motioned by Stephen Brett and seconded by Shirley Howard-Johnson.

- c. **Public Affairs (Brian Fenwick)**

- 2025 recap and next steps for 2026**

Brian Fenwick reported that in 2025, key legislative efforts included support for SB 395, which authorizes San Francisco to issue up to 20 new on-sale liquor licenses for bona fide public eating



places, and Entertainment Zones, allowing local businesses to sell alcohol outdoors during permitted events. Both measures passed with Alliance support. The Alliance also supported AB 255, a bill establishing a Supportive-Recovery Residence Program for individuals with substance use disorders.

The Alliance continued to advance district improvements and economic development projects. Efforts on Powell Street focus on reimagining a three-block stretch to enhance pedestrian experience, transit, and commerce, with \$26 million committed toward a \$41 million total project. Along the Moscone Corridor, improvements led by the Yerba Buena Partnership aim to enhance walkability along Fourth and Stockton Streets, including new wayfinding signage. In response to 2024 smash-and-grab incidents, the Alliance has worked with the city on a bollard pilot program, coordinating community feedback and overseeing phased installation to improve district safety.

Throughout 2025, the Alliance maintained active engagement with key stakeholders, including the Economic Core, Department of Emergency Management, SF Travel, Yerba Buena Partnership, SF Planning, and SFMTA, discussing topics from marketing campaigns to public realm updates, permitting, and transportation planning. Looking ahead, the organization plans to update its Strategic Plan and begin preparations for its 2029 renewal. Outstanding initiatives from the 2022 Strategic Plan, such as attracting diverse retail tenants, developing a Tenant Recruitment Consortium, implementing curb-side valet parking, and exploring a Homelessness Task Force, remain priorities, with several ongoing and others paused.

Discussion took place regarding additional advocacy measures such as the need for valet in the district and paying attention to the city charter renewal as it relates to the cable car.

d. Services & Public Safety (Don Thomas)

- Staffing Updates
 - Operations Manager
Daniela reported on recent personnel updates. Jaffar Mendieta, formerly the Block by Block Operations Manager, has been promoted to Regional Vice President. Miracle Matau has been promoted to Block by Block Operations Manager for the Union Square Alliance and is currently in Louisville completing managerial training.
 - Director of Services
Daniela shared that the Alliance has hired a new Director of Services and he will start in mid December. He is anticipated to be present at the next Board meeting for a formal introduction.
- September & October 2025 Operations Reports
For the months of September and October, Jaffar highlighted the effectiveness of the training provided to the Block by Block team, which contributed to a total of 17 overdose reversals. Additionally, he reported that despite a reduced number of ambassadors, the team has achieved a 97% success rate for wellness checks over the past three months, reflecting strong relationships and trust built with individuals in the district. An increase in overall stats was attributed to the Dreamforce conference that took place in October. Discussion took place regarding the uptick use of Narcan by the ambassadors.



- Contract Updates

- Action to approve Block by Block contract for July-October 2025 and possible action to approve contract for November 2025 – March 2026.

Daniela presented the Block by Block contract for July-October 2025 to the Board to review. A final contract for November – March is expected soon. Several revisions were made to both contracts due to the addition of RFP 230 and its additional services added through the grant.

Action: The Board unanimously approved Block by Block contract for July-October 2025 , as motioned by Don Thomas and seconded by Julie Taylor.

- Legion

Daniela noted that the Alliance has requested a budget decrease from Legion in light of the upcoming grant expiration. She added that operations will be scaled down during the holiday season but that ambassador safety services will be increased thanks to the additional grant. Based on the Alliance's projected budget for October 1, 2025 – September 30, 2026, total costs are expected to exceed \$1.2M, assuming all shifts are fully covered which includes 2 guards per shift 24/7/365 (after the ramp down from October).

- HEART Safety Ambassador updates and action to approve RFP230 Amendment

Ben reminded the committee that in the fall of 2024, the Alliance received approximately \$1.9 million in grant funding to expand the deployment of safety ambassadors throughout the district. Jackie Hazelwood, with OEWD, further explained that an additional \$550,000 was allocated to support the introduction of welcome ambassadors and to extend the Safety Ambassador contract through the end of March. The award letter for the additional \$550,000 to extend the services through March 2026 came in September 2025. The scope of the budget is currently being negotiated, and a contract is expected in the next month or so. The Alliance is requesting DDC support for additional funding for Safety Ambassadors, which will be a joint agreement with Yerba Buena CBD as part of the hospitality zone. Ben also stated that deployment of both Safety and Welcome Ambassadors will be increased during December and January.

Action: No action was taken at this time as the amendment has not been finalized.

- Project Updates

- Security cameras and potential grant and action to approve new contract for maintenance with Applied Video Solutions.

Ben reported that the Alliance has submitted a draft grant agreement for camera replacements and upgrades with AVS. He noted that the security camera grant awarded in 2014 allowed for the expansion of the program and many existing cameras are now outdated and require replacement as they were installed between 2015-2018. There are plans to expand and enhance the camera network, with upgrades prioritized ahead of major upcoming events, including the JPMorganChase conference, Super Bowl activities, and the FIFA World Cup. He acknowledged Dmitri Shimolin's significant efforts in collaborating with the DDC to advance this initiative. The DDC grant is currently pending.



Action: No action was taken at this time.

- Bigbelly and pilot cans project update

Daniela shared that the Alliance's contract with Bigbelly is nearing expiration. She stated that the Alliance plans to launch a pilot program by having trash units from multiple vendors and deploying them at various locations throughout the district. The pilot is expected to begin within approximately 60 days upon delivery of the new units. After an estimated 90-day monitoring and management period, the Alliance will gather data and feedback and present a recommendation to the Board of Directors in March.

- Derby Alley

Don Thomas stated that Derby Alley has remained clean and safe, and he expressed appreciation to DPW, particularly Domenique Charles, for her commitment and services.

e. Streetscapes and Public Realm (Manuela King)

- Update on the Powell Street Improvement Project

Ken reported that the Powell Street Improvement Project remains on schedule. He noted that all basement inspections have been completed and that the project is approximately halfway through the Design Development phase. An updated cost estimate is expected before Thanksgiving. Ken also stated that the lighting agreement is prepared for distribution to building owners and that the City is in the process of procuring a general contractor. Construction is still scheduled to begin in November 2026.

It was noted that the project involves three primary considerations. First, the ongoing maintenance commitment required of the Alliance, including associated costs and funding sources. Second, the need for outreach and feedback from property owners to determine which buildings would participate in light installation and connection. Third, the fundraising challenges associated with the project, including an approximately \$15 million funding gap, which Marisa has been discussing with the City and the DDC.

- Convention Center & Moscone Corridor Wayfinding Project

Ken and Marlenne discussed the new wayfinding signage to be implemented within Union Square and Yerba Buena CBD to help create a more unified and dynamic environment for San Francisco visitors and residents, as Scott Rowitz from Yerba Buena Partnership detailed. They noted that installation is scheduled to begin in January as a pilot program on Stockton Street to the Moscone Center. Each sign location will be two-sided, with unique artwork on each panel.

- Action to approve Allbay Landscaping contract for maintenance throughout Union Square

Marlenne informed the Board that she is still in search of new landscapers to maintain the public realm landscape along Powell, Hallidie Plaza the cable car turnaround, Maiden Lane, and district wide flower baskets. A contract extension with the current vendor, Allbay Landscaping, was presented to the Board as search for a new vendor continues.

Action: The Board unanimously approved Allbay Landscaping contract for maintenance throughout Union Square, as motioned by Julie Taylor and seconded by Tim Falvey.



- Project Updates:
 - Union Square stage improvements
 - Action to approve EFA contract and additional expenditure above the \$20K LOI approved in early October.
Ken informed the Board that the Alliance received two bids for the Union Square Stage Improvement Project and is currently in negotiations with EFA. He noted that the project is moving forward with a \$25,000 letter of intent. Construction of the poles is expected to begin in early February.

Action: The Board unanimously approved EFA contract and additional expenditure above the \$20K LOI approved in early October, as motioned by Evan Kaizer and Jim Sangiocomo.
 - Action to approve permit to install and operate sound equipment for Union Square Stage project with Rec & Park.
Ken mentioned that the Alliance is currently in negotiation with Rec & Park regarding the installation and operation of the sound equipment for the stage and is pending approval. The Union Square Foundation would purchase and install the speakers while the language around liability on the permit is still in negotiations.

Action: The Board unanimously approved permit to install and operate sound equipment for Union Square project with Rec & Park, as motioned by Evan Kaizer and seconded by Tim Falvey.
 - Maiden Lane
Liza reported that the Alliance has been hosting activations on Maiden Lane titled *Afternoons on the Lane*, developed in partnership with OEWD and supported by RFP226 funding. She noted that the program includes live entertainment, such as acoustic music and DJs, as well as promotional offerings from local businesses. Marlenne added that she is developing new weekend activations and has secured collaborations with Spark Social SF and other local artists. Programming will pause for the final two weeks of December and resume with new offerings on January 8.
 - Cable Car Turnaround
Marlenne announced that the final Cable Car Turnaround Arts activation will begin on December 6, coinciding with the launch of the Ornament Trail. She noted that the final activation will feature Santa's sleigh, wooden ornament painting, Santa appearances, and Christmas carolers. Marlenne shared that community feedback on the activations has been positive.
 - Banners
Marlenne reported that JPMorganChase will install 30 holiday banners throughout the district, displaying the message "Ambition in the Air" in promotion of Winter Walk. Installation is scheduled to begin on December 5, with removal planned for early January.



Before the meeting was adjourned, Mark Hennon with Biederman Redevelopment Ventures shared a few statistics from their first year of programming Union Square Plaza. They activated the plaza for 246 days, had an average of 3k visits per day, saw an increase of 59% in women and children at the plaza, and a 40% decrease in incident reporting at the plaza. Programming for the holidays will be rebranded as Winter Crafts and will take place from Thursdays-Sundays on the plaza.

8. Announcements & New Business

- Union Square Foundation Holiday Fundraiser – Tuesday, December 2nd
- Winter Walk Opening Event – Saturday, December 13 at 4pm
- Executive Committee – December 16 at 12:00pm
- Next Board Meeting – January 22, 2026, Location *TBD*

Adjourned: 11:06 a.m.