



**UNION SQUARE ALLIANCE
BOARD OF DIRECTORS' MEETING**

Minutes

**January 22, 2026 – 9:00-11:00 a.m.
Parc55 San Francisco- A Hilton Hotel
55 Cyril Magnin Street
3rd Floor, Embarcadero Room**

Board Members in attendance (all in person): Mark Purdy (Grosvenor Properties), Clif Clark (Westin St. Francis), David Lewin (Grand Hyatt Union Square San Francisco), Don Thomas (Donatello), Evan J. Kaizer (Sieroty Company, Inc.), J. Timothy Falvey (Hanford-Freund), Jordan Buckley (Paramount Hotels), Mark Sullivan (Marketing Committee Chair), Wes Tyler (The Chancellor Hotel), Julie Taylor (Collier's International), Kevin Flanagan (Recology), Lauren Ellis (CK Contemporary), Maxine Papadakis (Resident), Peter Hart (Hilton Union Square San Francisco), 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), Daniela Vasile (COO), JaLil Turner (Director of Services), Ken Rich (Director of Economic Development & Policy) Zarrina Yousufzai (Finance & HR Associate), Melanie Medina (Executive Assistant), Liza Bernard (Events Coordinator), Marlenne Mendoza (Project Coordinator), Hollie Chiao (Marketing & Communications Associate), E. Ryan Santamaria (Intern), Beau Simon (Womble Bond Dickinson), Jaffar Mendieta (Block by Block), Miracle Matau (Block by Block), Andriana (Block by Block).

Guests: Jackie Hazelwood (OEWD), 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 December 12, 2025, as motioned by Mark Sullivan and seconded by Brian Fenwick.
- **Action:** The Board unanimously approved the November 20, 2025, meeting minutes, as motioned by Spencer Sechler and seconded by Clif Clark.
- **Action:** The Board unanimously approved the 2025 Mid-Year report as motioned by Don Thomas and seconded by Evan Kaizer.
- **Action:** The Board unanimously approved the consultant selection as motioned by Mark Sullivan and seconded by Shirley Howard-Johnson.
- **Action:** The Board unanimously approved the Union Square Foundation management agreement for Jan-June 2026 as motioned by Julie Taylor and Brian Fenwick.
- **Action:** The Board unanimously approved the unaudited financial reports of December 2025 as motioned by Julie Taylor and seconded by Spencer Sechler.



- **Action:** The Board unanimously approved the budget modification for Jan-June 2026 as motioned by Mark Sullivan and seconded by Stephen Brett.
- **Action:** The Board unanimously approved the Block by Block contract amendment for November 2025-March 2026 as motioned by Don Thomas and seconded by Brian Fenwick.
- **Action:** The Board unanimously approved the RFP 230 amendment as motioned by Don Thomas and seconded by Clif Clark.
- **Action:** The Board unanimously approved moving forward with the contract with Applied Video Solutions for maintenance, replacement equipment, and new installations, provided the total grant amount does not exceed \$2 million; any amount above that threshold will be brought back to the Board for formal approval. The motion was made by Don Thomas and seconded by Evan Kaizer.
- **Action:** The Board unanimously approved extending Kevin Bartram's contract through July 31, 2026 as motioned by Tim Falvey and seconded by Don Thomas.
- **Action:** The Board unanimously approved the JP Morgan Chase sponsorship of Bloom 2026 as motioned by Clif Clark and seconded by Manuela King.

1. Call to order, roll call, introductions, and welcome to Parc 55

Marisa welcomed everyone to Parc55 and thanked Peter Hart for hosting the Alliance Board of Directors meeting. Mark Purdy then took roll call.

2. Public comment

Peter Hart provided an update on the Hilton hotels, noting strong investor interest and significant improvements in street conditions surrounding the properties, which have positively influenced investor perception. He thanked the Alliance Board and the Block by Block ambassadors for their support. Peter also shared feedback from a recent meeting with SPIE, a recurring conference in San Francisco, reporting that this year's event was their strongest yet and that attendees commented positively on the improved street conditions.

Mark Purdy added that capital markets and investor interest are continuing to strengthen, which he attributed in part to a positive 2025 holiday season. Clif Clark echoed this positive sentiment, while also noting that international travel remains down and will be an important indicator of San Francisco's broader business recovery.

3. CEO's report

- Staffing Update- Welcome JaLil Turner

Marisa welcomed JaLil Turner to the Board as the Alliance's new Director of Services. She noted that JaLil officially joined the Alliance in December 2025. JaLil then introduced himself and shared his professional background, including his previous role with the Tenderloin CBD as Safe Passage Program Manager, highlighting his experience working with CBDs and BIDs. He expressed enthusiasm about joining the Union Square community and said he looks forward to getting to know everyone.

- JP Morgan Conference and tour

Marisa highlighted the success of the JPMC conference in Union Square and noted the positive feedback she has received from the community. During the conference week, she participated in a tour with a prospective retailer alongside representatives from the Mayor's Office, OEWD, and the DDC. Marisa spoke about the work of the Alliance, the support the organization provides to the



community, and the importance of city partnership and collaboration in maintaining a safe and thriving Union Square.

- Union Square Alliance Board of Directors 2026 meeting schedule
Melanie presented the 2026 Board of Directors meeting calendar and noted that she would send calendar holds for the scheduled meeting dates.

- Holiday Overview
Marisa informed the Board that the 2025 holiday season was a massive success and thanked all our partners and sponsors, especially JP Morgan Chase.

- DDC updates and grants to the Foundation
Marisa informed the Board that the Downtown Development Corporation (DDC) provided financial support for Winter Walk during the past holiday season. She also noted that the Alliance is in the process of securing additional funding for expanded power washing services and security camera upgrades.

- Marisa highlighted the Executive Committee actions from the meeting of December 12, 2025, at which the Committee discussed and approved:
 - Minutes of October 23, 2025, meeting
 - Dress for Success 2026 *Success Honoree*
 - Final Block by Block amendment for July-October 2025
 - Holiday bonus for C&S team of \$50k (total)
 - Agreement with Rec and Park
 - GAP Winter Walk sponsorship

CLOSED SESSION

- Closed session minutes from October 23, 2025.
- Hire of JaLil Turner as Director of Services
- Extend Eva Schouten employment through June 30, 2026
- CEO volunteer position with SFGHF
- Bonuses, staff changes and compensation revisions

Marisa and the team thanked the Executive Committee for their generous acknowledgment of the team.

Action to accept the CEO's report including ratifying the actions of the Executive committee from December 12, 2025.

Action: The Board unanimously approved to accept the CEO's report including ratifying the actions of the Executive committee from December 12, 2025, as motioned by Mark Sullivan and seconded by Brian Fenwick.

4. **Action to approve the November 20, 2025, meeting minutes.**
The Board reviewed the previous meeting minutes which were sent out ahead of the meeting.



Action: The Board unanimously approved the November 20, 2025, meeting minutes, as motioned by Spencer Sechler and seconded by Clif Clark.

5. **Action to approve 2025 Mid-Year Report draft (July-December)**

Ben informed the Board that the 2025 mid-year report had been distributed in advance for review. Mark Purdy noted that the format in which the report was sent made it difficult to review thoroughly. It was agreed that the report would be resent to the Board in pdf format, and that feedback would be provided via email. The Board expressed confidence in the Alliance's work and approved the report, subject to any additional edits.

Action: The Board unanimously approved the 2025 Mid-Year report as motioned by Don Thomas and seconded by Evan Kaizer.

6. **Discussion and action to approve consultant selection and budget for the strategic plan.**

Ben provided an update on the strategic planning process, noting that 10 proposals were narrowed to four finalists. The Alliance has prioritized economic development within the plan, with one consultant to facilitate the overall process and another to lead the economic development component. The facilitation team has been narrowed to PUMA and Uncommon Bridges, with staff leaning toward Uncommon Bridges due to its community engagement approach. Ben also reported that Beacon Economics has been engaged for a broader economic development analysis of Union Square, while Streetsense would provide more tactical retail-focused recommendations and, if approved, serve as a subcontractor under Uncommon Bridges. Marisa noted that the strategic plan will help position the organization for its 2029 renewal and that the final plan is targeted for completion by September 2026, with projected costs of \$170,000 to \$180,000 over two fiscal years. Discussion followed regarding street conditions and blight. Marisa also emphasized the importance of the cable car to the district and the city, and the Board agreed to invite Julie Kirschbaum to a future meeting to discuss the MTA budget and the cable car's future.

Action: The Board unanimously approved the consultant selection as motioned by Mark Sullivan and seconded by Shirley Howard-Johnson.

7. **Review and action to approve Union Square Foundation management agreement for Jan-June 2026.**

Ben reported that the agreement between the Union Square Alliance and the Union Square Foundation is revised every six months. He noted that the amount has fluctuated due to the volume of grant funding flowing through the Foundation. He also noted the potential for an additional \$2 million safety grant, although that amount is not currently reflected in the budget. Ben explained that invoicing from July through December averaged approximately \$12,000 per month, while invoicing for January through June is now expected to increase to about \$17,000 per month due to the additional grant funds being administered through the Foundation. Discussion followed regarding the relationship between the Alliance Board and the Foundation Board. Ben clarified that the Alliance and the Foundation are related entities but operate as separate and independent organizations, with the Alliance appointing the majority of Foundation Board members. Marisa and Ben thanked the Board members who serve on both boards: Tim Falvey, Manuela King, and Shirley Howard-Johnson.



Action: The Board unanimously approved the Union Square Foundation management agreement for Jan-June 2026 as motioned by Julie Taylor and Brian Fenwick.

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

a. Finance & Audit (Jim Sangiacomo)

• Insurance and banking updates and City compliance postings on website

Zarrina provided an update on the transition from the organization's previous insurance broker to Gallagher, which began in December. She reported that she and Ben met with Haley Harper, the lead broker, and conducted a district walk to review the Alliance's assets. She also noted that the Union Square Foundation remains under the previous broker, BPIA. In addition, Zarrina informed the Board that Tulip Day and other large events are excluded from the current coverage and will require separate underwriting.

Zarrina also reported that the line of credit was drawn in December, with the first half of the assessment payment received shortly thereafter. Ben noted a customer service issue with CNB involving an overcharged fee, which took several weeks to resolve due to lack of communication from the bank. She further updated the Board on the City compliance request requiring nonprofit organizations that have received more than \$1 million in City grants to post specific information on their websites, including the 990s the past two fiscal years and a list of Board members. This information is now available on the Alliance website under "Union Square Alliance Annual Economic Statement."

Lastly, Zarrina informed the Board that the Alliance has retained an HR consultant to support key human resources functions, including file cleanup, manual updates, and an organization-wide assessment of the team.

• Action to accept the Unaudited Financial Reports of December 2025.

Zarrina reported the unaudited financial reports of December 2025. Due to a few vendor contracts and running behind both in terms of City grants contracts, there was an increase in use of estimates and accruals that made accounting and budgeting more challenging. The Alliance has an operating surplus for the fiscal year of \$281k as the organization received its first assessment payment of \$4mil in December. The organization is outperforming the budget with an overall positive variance of \$7k. The assessments/core operations had a negative budget variance of \$32k due to Clean and Safe expenses being over budget (\$180k), Marketing expenses were under budget by \$61k and Admin was over budget by \$32k. However, revenues were also higher than the budget by \$119k due to sponsorships. There is a negative revenue in Other Revenues of a variance of \$341k due to lower grant billings, but expenses were lower than budgeted due to revisions to the RFP230 grant and the SF Live grant by \$389k, resulting in a positive variance of \$38k. The organization's operations expenses were near management plan levels with 69% Clean and Safe, 19% Marketing, and 12% Administration. Net assets (reserves) are \$2.835mil and cash balance was \$4.32mil on 12/31/25. Receivables are high (\$1.4mil) due to USF November and December and RFP230 (Aug-Dec).



Action: The Board unanimously approved the unaudited financial reports of December 2025 as motioned by Julie Taylor and seconded by Spencer Sechler.

- **Action to approve budget modification for Jan-Jun 2026.**
A budget modification was presented to the Board as a projection for the next six months. Ben reported that, using a conservative approach, he anticipates a surplus of more than \$17,000. He also noted that this updated budget is reflected in the mid-year report.

Action: The Board unanimously approved the budget modification for Jan-June 2026 as motioned by Mark Sullivan and seconded by Stephen Brett.

b. Public Affairs (Brian Fenwick)

- **Committee Priority List 2026**
Brian Fenwick reported that the committee's priorities include advocating for funding for the Powell Street Improvement Project, with a goal of a 2027 ribbon-cutting, and ensuring the cable car remains in the next City Charter update. Marisa informed the Board that Lt. Dean Hall has passed the captain's exam but will remain assigned to Union Square until appointed elsewhere, and she encouraged Board members, in their individual capacities, to support efforts to keep him at Central Station. Discussion also took place regarding the organization's role in political matters, and Marisa advised that the organization cannot take formal positions on propositions or legislation, though non-assessment advocacy funds may be used for issues directly affecting the district.
- **Farmer's Market**
The Alliance is exploring the possibility of a weekly farmers' market in Union Square. Ellis Street has been identified as the preferred location, with the market potentially taking place on either Wednesdays or Thursdays. Maiden Lane and Union Square Plaza were also considered; however, Ellis Street between Stockton and Powell was determined to be the most logistically suitable due to its width and relatively flat street. The proposed market hours would be 9:00 a.m. to 2:00 p.m., consistent with other farmers' markets. The concept remains in the early stages.

c. Services & Public Safety (Don Thomas)

- **November and December 2025 Operations Report**
Don reported that, according to SFPD's update at the Services Committee meeting, overall crime decreased between 2024 and 2025, reflecting a positive trend in street safety.

Miracle provided an update on Block by Block's November and December reports. November and December were especially busy due to the holiday season and increased foot traffic in the district. During that period, the team focused on visibility, safety, and maintaining clean public spaces. She reported that staffing levels in November maintained steady baseline coverage throughout the district, while December saw an increase in ambassador coverage to support higher patrol levels during peak hours. Miracle also noted month-over-month increases in cleaning and maintenance activity, including 1,551 hazardous waste removals in December compared to 856 in November, and 601 graffiti abatements in December compared to 541 in November. In terms of business and



community engagement, the team recorded 119 business contacts in November, which increased to 389 in December. Don also highlighted the use of a new geo-tracking tool to help ensure ambassador routes are accurate and that all areas of the district are being consistently serviced.

Jackson, Manager for Legion, presented the Legion report and noted that the holiday season was a peak operational period due to activations such as Winter Walk. He reported more than 1,500 dispatch calls and 2,300 self-initiated activities, demonstrating proactive guard presence throughout the district. He also stated that there were zero recorded burglaries, thefts, or assaults during the reporting period, along with 1,200 hospitality encounters aimed at ensuring positive interactions with visitors. Jackson shared a specific example of Legion's response to a vandalism incident along Powell Street, where officers were dispatched, obtained a suspect description, and, in coordination with SFPD and Block by Block, were able to apprehend the individual within the hour.

Mark Purdy commented that he appreciated the way the reports contextualize service data by using relatable comparisons, to help illustrate the scale of trash collection and other activities.

- Contract updates and 24-25 FY audit results

- **Action to approve Block by Block contract amendment for November 2025- March 2026**
Daniela reported that the Alliance has been working on an amendment for the November through March period related to changes in the City's RFP230 grant. She noted that additional revisions were also needed to account for additional pressure washing services. Daniela has been coordinating with Derreck Hughes on the contract; however, a final agreement was not able to be presented to the Board for approval, as the details are still being finalized, and the document remains subject to one final legal review. Don made a motion to approve the agreement in advance so that, once the contract is finalized and received, it may be signed by the organization and implemented immediately.

Action: The Board unanimously approved the Block by Block contract amendment for November 2025- March 2026 as motioned by Don Thomas and seconded by Brian Fenwick.

Ben provided an update on the audit of Block by Block billings, reporting that 1,600 hours will be credited back to the bank and that an additional 400-plus hours reflected in the payroll registry remain under review. He also noted that a new system will be implemented to help reduce billing errors going forward.

- HEART Safety Ambassador updates and action to approve RFP 230 Amendment

Ben reported that the contract is still in the process of being finalized and that he expects to receive it soon. He noted that the budget has been agreed upon with the City and that discussions are ongoing regarding the most effective billing process. Given that this is a City contract the organization has worked under before, Ben suggested either moving forward with Board action in advance or waiting to present the contract once it is final. Don indicated his willingness to make a motion to approve the action in good faith.

Action: The Board unanimously approved the RFP 230 amendment as motioned by Don Thomas and seconded by Cliff Clark.



- Project Updates

- Security cameras and potential grant and **action** to approve new contract for maintenance and replacement equipment and new installations with Applied Video Solutions (Safe City Connect).

A draft agreement was recently received from AVS and that still needs internal review. It will be shared with the Board at the next meeting. Ben noted that the DDC funding intended to support the project has not yet been received. A larger contract with AVS will outline both security camera upgrades and new installations associated with the approximately \$2 million grant, which includes roughly \$1 million for maintenance and \$1 million for new installations. It was noted that Dmitri had strongly advanced this effort over the past year to help move the project forward. In addition, the maintenance agreement between the Alliance and AVS will need to be renewed.

Don emphasized the need to keep the project moving forward and asked whether the Board could approve the matter via email. Ben responded that approval by email is not permitted under the Brown Act. As an alternative, the Board discussed authorizing staff to proceed with the Board's general support. Mark then asked whether the Board would be comfortable granting advance approval, provided the grant amount does not exceed \$2 million; if the amount exceeds that threshold, the matter will return to the Board for formal approval.

Action: The Board unanimously approved moving forward with the contract with Applied Video Solutions for maintenance, replacement equipment, and new installations, provided the total grant amount does not exceed \$2 million; any amount above that threshold will be brought back to the Board for formal approval. The motion was made by Don Thomas and seconded by Evan Kaizer.

- Bigbelly and pilot cans project update.

Daniela reported that three different trash cans are deployed in the district as part of the pilot phase. She reported that one of the cans was set on fire and did not withstand the fire. The remaining vendors participating in the pilot include Metro Storr and SecurCan, both of which offer lower-cost alternatives to Bigbelly. Over the next six months, the Alliance will evaluate the pilot's results and determine whether to continue with Bigbelly or transition to another vendor. Daniela and Ben requested feedback from the Board, particularly Recology, on the pilot cans.

- District360 and Pressure Washing Grant

Daniela shared that the new pressure washing grant will commence on February 1, as the current contract with Chris Larsen is set to expire in two weeks. She noted that the upcoming grant will provide an increased volume of pressure washing services.

- d. Streetscapes and Public Realm (Manuela King) 1:33:40

- Update on the Powell Street Improvement Project

The Powell project continues to progress on schedule, with the design development phase nearing completion. Construction documents are expected to be received next month. Ken reminded the Board that the Alliance continues to serve as a subcontractor under Field Operations during the project and noted that a new agreement between the Alliance and Field Operations is forthcoming.



Ken also informed the Board that the Alliance will retain ownership of the catenary lights, while the City will oversee the lantern at the cable car turnaround.

- Convention Center & Moscone Corridor Wayfinding Project
Topic was not discussed.
- Committee Goals for 2026
Manuela shared the committee's goals, which include ensuring continued progress on the capital projects such as the Powell project, advancing wayfinding efforts in the district in connection with the Moscone Pedestrian Corridor, and exploring additional lighting activations in partnership with Illuminate to create a Union Square version of Glow SF. Public art remains a priority as a means of enhancing and beautifying the district, including opportunities such as sculptures, murals, and painted utility boxes, for which potential grant funding may be available. Manuela also noted that the committee intends to prioritize securing a Christmas tree and is exploring the possibility of obtaining a live tree.
- Apple Bollards
Apple Store is in the process of installing additional bollards along Post Street. The proposed bollards will be metal vertical posts designed which will not align with the existing district wide bollards put in place by DPW. Representatives from Apple presented the plans to the committee to solicit feedback and address any questions or concerns.
- Project Updates:
The following projects were not discussed.
 - Union Square stage improvements
 - Maiden Lane and legislation
 - Maiden Lane Activations
 - Cable Car Turnaround

e. Market & Events (Mark Sullivan)

- Holidays 2025 Recap
 - Winter Walk
Mark Sullivan reported that Winter Walk received 180 survey responses, with 96 percent rating the experience as excellent and 90 percent saying they would return. The most popular attractions were décor, food and beverage, arts and crafts, stage entertainment, and the holiday marketplace. Marisa encouraged Board members to post updated Yelp reviews. Mark also noted that businesses can now schedule visits from Hollie or Ryan to capture promotional content. Hollie recapped the holiday giveaway campaign with Funcheap SF and Do The Bay, which generated 1,900 entries and included prizes from the Marker Hotel, Tratto, and Macy's.
 - Ornament Trail
The ornament trail ran separately than Winter Walk with Lending Club as its presenting sponsor. There were over 2,000 participants in the ornament trail and the sleigh activation at the Cable Car Turnaround received about 42,000 Instagram impressions



and 191 Instagram shares. Marisa's video with Festus Ezeli of their Union Square Day of Fun generates over 100,000 impressions to the business and holiday activations in Union Square.

- Review, discussion, and action to approve Kevin Bartram contract extension through July 31, 2026. Mark Sullivan reminded the Board that the Alliance contracted with Kevin Bartram to focus on securing larger sponsorships for the organization as the initiatives continue to grow such as Bloom and Winter Walk. He acknowledged Kevin's work in finalizing and managing the JPMC winter walk sponsorship. The contract presented to the Board today extends Kevin's contract from now through July 31, 2026.

Action: The Board unanimously approved extending Kevin Bartram's contract through July 31, 2026 as motioned by Tim Falvey and seconded by Don Thomas.

- Bloom update and review of project budget and action to approve JP Morgan Chase sponsorship of Bloom 2026. Mark Sullivan reported that Tulip Day will launch Union Square in Bloom on Saturday, March 21, and that JPMorgan Chase is interested in serving as lead sponsor with an activation in Union Square Plaza. The agreement was just received that morning and will still need internal review, but Ben anticipates it to be similar to the Winter Walk sponsorship. Marisa noted that this would be the organization's largest sponsorship to date and thanked JPMC for its support. Mark also shared that this year's Bloom dress will be created in collaboration with the Love, Halston Foundation and the Academy of Art, with the design to be unveiled at the May 8 fashion show. Hollie introduced a new Bloom initiative, the Local Garden, which is intended to drive recurring foot traffic to local businesses through themed monthly promotions featuring three to five businesses.

Action: The Board unanimously approved the JP Morgan Chase sponsorship of Bloom 2026 as motioned by Clif Clark and seconded by Manuela King.

9. Announcements & New Business

- Executive Committee- February 26, 2026, at 12:00 p.m.
- Chinese New Year Parade, March 7, 2026.
- Tulip Day- Saturday, March 21, 2026
- Next Board Meeting- March 26, 2026, Location TBD.
- Annual Lunch – May 1, 2026 – SAVE THE DATE!

Adjourned: 11:47 a.m.