



Executive Committee Meeting

February 26, 2026, at 9:00 a.m.
291 Geary Street, Suite 200, San Francisco, CA 94102

Minutes

In Attendance

The following members and committee chairs were in attendance: Don Thomas (The Donatello), Julie Taylor (joined via phone call) (Colliers International), Brian Fenwick (The Marker), Manuela Anne King (RHAA), Wes Tyler (Chancellor Hotel), Stephen Brett (Brett & Co.), Russell D. Keil, Jr. (The Keil Companies), and Beau Simon (Womble Bond Dickinson).

The following staff were also in attendance: Marisa Rodriguez (CEO), Benjamin Horne (CFO), Daniela Vasile (COO), Melanie Medina (Executive Assistant), and E. Ryan Santamaria (Intern).

The following guests were also in attendance: Brian Scott (Uncommon Bridges)

Summary of Actions Taken by the Committee

- **Action:** The Committee unanimously approved the minutes of the December 16, 2025, meeting, as motioned by Don Thomas and seconded by Brian Fenwick.
- **Action:** The Committee unanimously approved the security quote with IPS for 43,705.00 for Tulip Day as motioned by Brian Fenwick and seconded by Russ Keil Jr.
- **Action:** The committee unanimously approved the amendment for November 2025-March 2026 as motioned by Don Thomas and seconded by Wes Tyler.
- **Action:** The Committee unanimously approved new services and grant related agreement (March 2026 to February 2027), as motioned by Wes Tyler and seconded by Don Thomas.

Meeting Notes by Agenda Topic (see CLOSED Session Minutes for Items 9-12)

1. Call to order and roll call.

Marisa Rodriguez called the meeting to order at 9:07 a.m. and took roll call.

2. Public comment.

Marisa called for public comment.

Russell D. Keil, Jr. reported that Walgreens on Powell has hired the company DAWGS Vacant Property Security to install metal roll down gates for security purposes. Marisa noted a positive development, sharing that The RealReal is hosting its grand opening reception and encouraged committee members to attend.

3. Action to approve the minutes of the December 16, 2025, meeting.

Marisa directed the Committee to review the minutes distributed prior to the meeting.

Action: The Committee unanimously approved the minutes of the December 16, 2025, meeting, as motioned by Don Thomas and seconded by Brian Fenwick.

4. Action to approve security quote with IPS for \$43,705.00 for Tulip Day



Marisa presented IPS's security quote for Winter Walk, noting an increase in security this year to help manage lines since two blocks of Post Street will be closed.

Action: The Committee unanimously approved the security quote with IPS for 43,705.00 for Tulip Day as motioned by Brian Fenwick and seconded by Russ Keil Jr.

5. Update on strategic planning project.

a. Contracts status

Ben updated the committee that the contract with Uncommon Bridges was signed yesterday and Streetsense will serve as a subcontractor under Uncommon Bridges. The Alliance is still awaiting the Beacon Economics contract, which will provide a broader overview of Union Square's condition. As part of the Strategic Plan, the Alliance will form a Steering Committee. Ben invited anyone interested to reach out. He expects the commitment to be monthly meetings over roughly 7–8 months. Next steps will be Uncommon Bridges will schedule community interviews, and Streetsense will meet with retailers and brokers to assess the retail landscape in Union Square.

b. Project Launch

Brian Scott introduced himself to the committee. He is the founding partner of Uncommon Bridges, outlined his professional background and the team's collective experience, particularly in culture and city government. He provided an overview of Uncommon Bridges, a Seattle-based firm with extensive experience working with downtown BIDs. Brian explained that Uncommon Bridges focuses on cities through four core principles: consensus leadership, inclusive process, impactful organization, and meaningful place, with the goal of fostering vibrant, just, and thriving communities. He noted that the strategic planning effort will be co-led by Uncommon Bridges, Streetsense, and Beacon Economics. Brian also reviewed the purpose of a strategic plan and its key components, which include foundational, strategic, and tactical elements.

c. Strategic Planning Committee

Ben invited committee members to participate in the Strategic Planning Committee, noting that participation will involve monthly meetings through September. He also shared that a retreat is being planned, potentially for late April. Additionally, stakeholder and focus group surveys will be conducted by the consulting firms. Brian then introduced a series of guiding questions to facilitate committee discussion, focusing on strategic priorities, key challenges facing both the community and organization, and the Alliance's most significant potential impact over the next few years. The discussion included topics such as filling vacant office and upper-floor spaces, the condition of Market Street, maintaining clean and safe services, increasing operational flexibility with respect to the City, sustaining capital projects through available funding, and strengthening the Alliance's role as an indispensable BID.

d. Timeline and key dates

A diagram outlining the strategic planning process was presented, describing four phases: assessment, planning, implementation, and BID renewal. During the assessment phase, analyses, surveys, focus groups, and a strategic planning retreat will be conducted to help establish organizational priorities and values moving forward. In the planning phase, the primary focus will be the development of goals and objectives. The implementation phase will involve executing strategies, establishing performance measures, and drafting the formal plan in preparation for approval. Finally, the BID renewal phase will focus on executing and sustaining the plan over the coming years.



Brian concluded the presentation by posing several questions to the committee. The discussion focused on the City's involvement with and support for the Alliance, as well as what the committee sees as the district's biggest challenges. Topics included the BID's role in addressing vacancies, the vision of creating a 24/7 neighborhood, and the importance of prioritizing improvements to the physical public realm. The committee, together with the full Board, will explore these issues in greater depth at the upcoming Board retreat in April.

6. Streetscapes project updates:

a. Powell project

Marisa reported that the lighting agreements with the Powell Street property owners are ready for signature for the catenary light system. The Alliance will manage the installation and ongoing maintenance of the lights. A short discussion followed about DDC funding for the larger Powell Project.

b. Union Square Stage Project and update on budget/contingency

Marisa reported that the Union Square Stage Project is currently underway, with a target completion date prior to Tulip Day to allow use of the sound equipment for the event. Daniela noted that pole installation is scheduled to begin the week of February 4, with speaker installation planned for February 12–15. Ben stated that the project budget includes a \$100,000 contingency, of which approximately one-quarter is expected to be utilized.

7. Clean & Safe Services updates

a. Block by Block discussion and possible action to approve amendment for November 2025 – March 2026 and billing payroll audit

Daniela informed the committee that the Alliance received the amendment covering the period from November through March, and that the agreement has been executed, with an effective start date of April 1. Ben noted that several revisions were required, including the addition of the pressure washing grant from DDC.

Action: The committee unanimously approved the amendment for November 2025-March 2026 as motioned by Don Thomas and seconded by Wes Tyler.

b. Union Square Plaza services and storage

Daniela reminded the committee that the Alliance discontinued its park services as of October 2025. She reported that the Alliance has been in discussions with SF Recreation and Parks regarding a potential agreement to use storage space in exchange for providing tables and chairs, trash cans, and additional services. However, SF Recreation and Parks have proposed a large fee for storage, and no agreement has been reached. Daniela noted that if terms cannot be finalized, the Alliance will pursue alternative storage options.

c. Security cameras and camera usage policy as it relates to federal requests

Daniela reported that other BIDs have inquired about potential revisions to the camera policy, particularly regarding high-speed requests. The Alliance indicated that such requests will be considered on a case-by-case basis.

d. Applied Video Solutions and possible action to approve new services and grant related agreement (March 2026 to February 2027)

Ben reported that the Alliance is nearing finalization of a \$2 million grant contract with DDC for security cameras. Ben recognized Dmitri who has led this effort for over a year. The agreement is



structured as a maintenance contract for the Alliance's existing camera system, including approximately \$1.2 million for replacement of existing cameras, roughly \$500,000 for new cameras, and a professional services component. Ben has been coordinating with DDC on related grant reporting requirements. The contract term is one year. A brief discussion followed regarding challenges encountered with camera replacements in prior years.

Action: The Committee unanimously approved new services and grant related agreement (March 2026 to February 2027), as motioned by Wes Tyler and seconded by Don Thomas.

8. Funding, Grants, Union Square Foundation grants and other updates.

A. Annual Lunch – May 1, 2026

Marisa announced that the Foundation will host its annual luncheon fundraiser on May 1, themed "Union Square: Back in the Game." The sports-themed event references the recent Super Bowl hosted in the city and the upcoming FIFA World Cup events this summer. She noted plans to include a fireside chat featuring sports industry professionals to discuss the city's revival. Stephen Brett expressed interest in reserving a table.

B. USF Compliance Monitoring

Ben reported that, in early 2024, the City notified the Alliance that it is subject to the City's compliance and oversight processes. The City subsequently indicated its intent to audit the Alliance's internal procedures, as well as invoices submitted under certain grant agreements. Although this requirement was not explicitly stated in the contract, the Alliance complied with the request and submitted the requested materials but did not receive a response at that time.

In 2026, the City reinitiated communication, requesting submission of materials by the end of February. Ben and Zarrina recently met with City representatives, who requested invoices related to programs including SF Live and RFP226. Ben clarified that all grants with the City are deliverable based rather than an expense reimbursement structure. The City further indicated that a CPA firm has been engaged to conduct the audit in place of OEWD. While RFP226 (SF Live) has been removed from the audit scope, the firm continues to request invoices and receipts that the Alliance does not maintain due to the nature of the agreement. Ben noted that no follow-up communication has been received to date. If no response is received by tomorrow, he will submit a formal request for a deadline extension. The Alliance has reviewed the request list provided by the CPA firm but requires additional clarification on specific requirements. The current submission deadline is mid-March.

C. RFP226 amendment

Ben reported that there are no significant updates regarding the RFP226 amendment. The available funding is being allocated to Tulip Day, and a few remaining deliverables still need to be submitted.

D. RFP230 grant amendment

This Item was discussed in 8G.

E. SF Live grant amendment

The SF Live grant amendment is regarding the Union Square Stage Project. You may refer to Item 6B.



F. JPMC Bloom Sponsorship

Marisa and Ben reported that JPMorganChase have made a \$450,000 contribution to Union Square in Bloom, representing the largest sponsorship to the Alliance's. They acknowledged the strength of the Alliance's relationship with the JPMC and noted that the sponsorship reflects JPMC's confidence in the city's recovery. Marisa added that JPMC is expected to install a feature for Tulip Day highlighting local businesses to promote community engagement during the annual event.

G. DDC grants

– Pressure washing \$374K

This item was not discussed. However, Marisa noted that nonprofit organizations will need to focus on sponsorships and DDC support to advance capital project plans. The Alliance remains hopeful regarding renewal, though the implementation of DDC introduces some uncertainty.

– Security cameras \$2mil

Refer to Items 7C-7D.

– Safety ambassadors possible grant

Ben reported that he has drafted a memo outlining the services and work required to meet the obligations of the Safety Ambassador grant to present to the DDC. He emphasized the need for allocating funds to support operations and member services beyond baseline activities because of the extra work the grant entails.

The Alliance intends to structure a contract with Block by Block that allocates grant-funded costs to member services, the operations center, and supervisory time on the Block by Block team. Ben noted the grant must be approved by the Alliance Board of Directors at its next meeting, and by the Union Square Foundation, which will receive a 10% administrative management fee. A formal grant agreement has not yet been received.

The open meeting concluded and adjourned at 10:23 a.m.

CLOSED SESSION (See Closed Session Minutes for Items 9-12)

9. **Action** to approve closed session minutes from December 16, 2025.

10. HR and staffing updates:

11. Upcoming Meetings

- a. Tulip Day, March 21, 2026, 12pm at USP
- b. Board of Directors Meeting – March 26, 2026 – Clift Royal Sonesta
- c. Next Executive Committee Meeting – April 23, 2025, at 9:00 am
- d. Union Square Foundation Annual Luncheon – Friday, May 1st, 2026, at the Westin St. Francis

12. Adjournment