UNION SQUARE ALLIANCE

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BOARD OF DIRECTORS' MEETING

Minutes

March 26, 2026 – 9:00-11:00 a.m.
The Clift Royal Sonesta San Francisco
495 Geary Street
Applegarth Room - Lobby

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 (Frame Ventures), Mark Sullivan (Marketing Committee Chair), Wes Tyler (The Chancellor Hotel), James Sangiacomo (Trinity Properties), Russell D. Keil, Jr. (Keil Companies), Lauren Ellis (CK Contemporary), Maxine Papadakis (Resident), Peter Hart (Hilton Union Square San Francisco), Spencer Sechler (ACE Parking), Shirley Howard-Johnson (Entertainment & Arts Consultant), and Manuela Anne King (RHAA).

Staff and contractors: Marisa Rodriguez (CEO), Benjamin Horne (CFO), Daniela Vasile (COO), JaLil Turner (Director of Services), Ken Rich (Director of Economic Development & Policy), Brooke Ray Demko (Economic Development & Policy Consultant), Zarrina Yousufzai (Finance & HR Supervisor), 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), Miracle Matau (Block by Block), and Jackson Alcantra (Legion).

Guests: Ned Segal (Mayor's Office), Julie Kirschbaum (SFMTA), Kamini Lall (SFMTA), Haley Harper (Gallagher), Steven Suen (Biscuits & Blues), Brian Scott (Uncommon Bridges), Douglas MacMahon (Moran Capital), Nicole Rogers (SF Travel), Kacee Ochalek (OEWD), 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 16, 2025, as motioned by Jim Sangiacomo and seconded by Manuela Anne King.
- **Action:** The Board unanimously approved the January 22, 2026, meeting minutes, as motioned by David Lewin and seconded by Evan Kaizer.
- **Action**: The Board unanimously approved Amazon Bloom sponsorship, as motioned by Peter Hart and seconded by Manuela King.
- **Action:** The Board unanimously approved RFP for website design, development, and maintenance, as motioned by Mark Purdy and seconded by Shirley Howard Johnson.
- **Action**: The Board unanimously approved consulting contract with Kat Daniels, as motioned by Mark Purdy and seconded by Maxine Papadakis.

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- **Action**: The Board has unanimously approved to support Benefit District Alliance memo to Board of Supervisors, as motioned by Tim Falvey and seconded by Clif Clark.
- **Action**: The Board unanimously approved services from the DDC HEART Ambassador grant, as motioned by Don Thomas and seconded by Shirley Howard-Johnson.
- **Action**: The Board unanimously approved the new contract with Field Operations for Alliance work February – September 2026, as motioned by Evan Kaizer and seconded by Clif Clark.
- **Action**: The Board approved consulting contract with BR Demko, as motioned by Evan Kaizer and seconded by Mark Purdy
- **Action**: The Board unanimously approved the insurance renewals, as motioned by Peter Hart and seconded by Tim Falvey.
- **Action**: The Board unanimously approved the unaudited financial reports of February 2026 as motioned by Russel D. Keil, Jr. and seconded by Don Thomas.

1. <u>Call to order, roll call, introductions, and welcome to Clift Royal Sonesta</u>
   Marisa Rodriguez welcomed everyone to Clift Royal Sonesta, Don Thomas called the meeting to order at 9:00 a.m. and took roll call.
2. <u>Public comment</u>
   Don called for public comment. Hearing none, the meeting proceeded.

3. <u>SFMTA Director of Transportation; Julie Kirschbaum</u>
   SFMTA's Deputy Chief of Staff, Kamini Lall, along with Julie Kirschbaum, reported that SFMTA is the largest public transportation provider in the Bay Area, serving approximately 500,000 riders daily. They noted that a key challenge is funding, with only 10–20% provided by the state and the majority derived from local measures. SFMTA is currently operating within a deficit program, with Muni supporting the associated working group. Voters will determine in November whether to continue funding the public transportation system. They added that the Mayor's Office has provided ongoing support, though the agency continues to recover from the impact of the pandemic. With absent additional funding, the city may need to eliminate up to 20 Muni lines, potentially doubling wait times for riders. Further discussion included ridership trends, fare evasion, illegal parking, parking zones, and cable car operations.

   Ned Segal then joined the meeting and expressed his appreciation for Julie Kirschbaum's leadership and efforts for MTA. He also discussed the City's emerging housing initiatives related to economic development, noting that rising construction costs present ongoing challenges. He emphasized that project budgets are established and adhered to, without reallocating funds from other projects. Don posed a question regarding the potential impact of funding efforts not widely recognized.

   Ned then provided an update on the Powell Street redesign project, including background on its funding. He noted that the initial $2 million bond allocation was insufficient to fully fund the project, and that the DDC has stepped in to help close the funding gap. He emphasized that the DDC Board of Directors recognizes the importance of the Powell Street project and has made it a priority for fundraising efforts. As part of this process, the DDC has engaged Powell Street property owners to reaffirm their long-term commitment to the project and, in some cases, have requested financial contributions as a demonstration of support. The Board discussed the ongoing support and longstanding commitment of Powell Street property owners, who have consistently backed improvements to the corridor over the years.

4. CEO's report
    - Staffing Update
      Marisa announced that Ken Rich will be departing the Alliance and thanked him for his service, noting his progression from consultant to staff member. Ken expressed appreciation to the Alliance and Board for the opportunity and indicated his decision was based on personal considerations. He noted that the transition will be gradual and introduced Brooke Ray Demko as a consultant who will assume responsibilities within the capital projects portfolio. He highlighted her relevant experience and prior collaboration with industry partners already engaged by the Alliance. Ken also noted that Kat Daniel will join as a consultant supporting the economic development and retail attraction part of the job.

    - Union Square in Bloom
      Marisa recognized the Alliance team, particularly Liza Bernard, JaLil Turner, and Hollie Chiao, for their efforts in delivering a successful Tulip Day and the broader Union Square in Bloom campaign. She also expressed appreciation to JPMorganChase for serving as the lead sponsor of the seasonal initiative.

    - DDC updates and grants to the Foundation
      As noted earlier in the meeting, this agenda item was skipped.

    - Executive Committee met on December 16, and discussed and approved:
        - Minutes of December 16, 2025, meeting
        - Security quote with IPS for $43,705.00 for Tulip Day
        - Amendment for November 2025 – March 2026 for Block by Block
        - New services grant related agreement with Applied Video Solutions

      CLOSED SESSION
        - Closed session minutes from December 16, 2025.

    Action to accept the CEO's report including ratifying the actions of the Executive committee from December 16, 2025.

    Action: The Board unanimously approved to accept the CEO's report including ratifying the actions of the Executive committee from December 16, 2025, as motioned by Jim Sangiacomo and seconded by Manuela Anne King.

5. **Action** to approve the January 22, 2026, meeting minutes.
   The Board reviewed the previous meeting minutes which were sent out ahead of the meeting.

   Action: The Board unanimously approved the January 22, 2026, meeting minutes, as motioned by David Lewin and seconded by Evan Kaizer.

6. Strategic Plan Update; Brian Scott, Uncommon Bridges
   Brian Scott introduced himself to the committee as the founding partner of Uncommon Bridges and summarized his professional background and team experience. He provided an overview of Uncommon Bridges, a Seattle-based firm with extensive experience supporting downtown BIDs. He described the firm's four guiding principles, consensus leadership, inclusive process, impactful organization, and

meaningful place, aimed at fostering vibrant, just, and thriving communities. He noted that the strategic planning effort will be co-led by Uncommon Bridges, Streetsense, and Beacon Economics, and reviewed the components of a strategic plan, including foundational, strategic, and tactical elements. Ben invited members to join the Strategic Planning Committee, noting monthly meetings through September and a planned retreat, potentially in late April. He also shared that stakeholder engagement will include surveys and focus groups led by the consulting teams.

Brian then facilitated discussion through guiding questions focused on strategic priorities, key organizational and community challenges, and the Alliance's potential impact over the coming years. Topics included office and upper-floor vacancies, Market Street conditions, clean and safe services, operational flexibility with the City, sustaining capital projects, and strengthening the Alliance's role as an effective BID. A strategic planning framework was presented outlining four phases: assessment, planning, implementation, and BID renewal. The assessment phase will include analyses, surveys, focus groups, and a retreat to inform organizational priorities and values. The planning phase will focus on developing goals and objectives. The implementation phase will center on execution, performance measurement, and drafting the formal plan for approval. The BID renewal phase will focus on sustaining and advancing the plan over time. Brian concluded by prompting discussion on the City's role in supporting the Alliance and the district's most pressing challenges, including vacancy reduction, development of a 24/7 neighborhood vision, and potential housing considerations. These topics will be further explored at the upcoming Board retreat in April.

- <u>Retreat – April 22, 2026 – Cavallo Point</u>
  Brian Scott noted that the Board retreat will be held at Cavallo Point on April 22, 2026, and will focus on establishing organizational priorities and values moving forward.

- <u>Survey</u>
  As previously noted in the strategic planning process, the assessment phase will include analyses, surveys, and focus groups to help define the organization's future priorities and values.

  Although not listed on the agenda, Nicole Rogers of SF Travel addressed concerns regarding San Francisco's reputation, noting that media portrayals have contributed to perceptions of the area as unsafe and discouraged tourist visits, specifically Asian travel. The city, in partnership with SF Travel and the Chamber of Commerce, will be traveling to Japan to better understand the needs of Asian travelers and help rebuild those relationships and visitation. Nicole also highlighted that hosting the JPMorganChase conference several weeks ago was a significant step toward improving this narrative.

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

   a. <u>Marketing & Events (Mark Sullivan)</u>
   - <u>Union Square in Bloom</u>
     - <u>Tulip Day</u>
       Mark Sullivan reported strong attendance for Tulip Day, with approximately 9,000 visitors in the Tulip Garden, 26,000 in the Plaza, 45,000 along the event route, and 110,000 across the district. Survey results were also positive, with 92.5% rating the

overall experience as good to excellent, 76.5% indicating intent to return next year, 50% of respondents reporting spending at least $50 due to the event, and 70% rating the JPMorganChase pop-up as good to excellent. Hollie presented social media performance results combining organic Alliance content and unpaid creator collaborations. Partnerships included DoTheBay (event listing, paid giveaway, and Instagram/Facebook reel) and San Francisco Magazine (boosted reel on Instagram and Facebook). Overall performance totaled over 1.6M views, 32K likes, 3,200 comments, 15K saves, and 4,000 shares. A Tulip Day VIP Event was held at Bourbon Steak at The Westin St. Francis that hosted sponsors and partners of the event.

- Discussion and **action** to approve Amazon Bloom sponsorship
  Amazon expressed interest in being a supporter and sponsor for Tulip Day and Union Square in Bloom overall. As a Featured Sponsor of Union Square in Bloom, Amazon highlighted health brand Kuli Kuli, an Amazon client and small local business, through activations at the VIP event and a pop-up tent outside the Tulip Day exit. Kuli Kuli provided samples of its Matcha Moringa Superfood Latte, Ube Coconut Superfood Latte, and Sea Moss Pineapple gummies.

  Action: The Board unanimously approved Amazon Bloom sponsorship, as motioned by Peter Hart and seconded by Manuela King.

- Fashion Show
  Mark Sullivan announced that the Bloom Fashion Show will be held on Friday, May 8 in the Plaza. The event is part of a design challenge hosted by With Love, Halston, in partnership with the Academy of Art University as an extracurricular project. Ten Bloom-themed designs are currently being developed by ten students in preparation for the event.

- Local Garden Program
  Hollie presented the "Local Garden" program as a recurring promotional initiative within the broader "Union Square in Bloom" effort. The program aims to increase consistent foot traffic and support revenue growth for local businesses through curated, themed activations. Participating businesses will include a mix of galleries, restaurants, hotels, salons, and other retailers, with programming designed to encourage visitation, engagement, and spending across the district. From April through August, the Alliance will feature one themed week per month, each involving five participating businesses. During their assigned week, businesses will implement promotions, product or service activations, or small-scale programming supported by a stipend to drive awareness and visitation. Monthly themes include Small Business & Sustainability, Beauty and Self-Care, Restaurants, Nightlife and Bars, and Entertainment. The Alliance and JPMorgan Chase will provide a $1,000 stipend to each participating business to support in-store enhancements or light programming during their featured week.

- Discussion and **action** to approve RFP for website design, development, and maintenance.

Hollie Chiao reported that the Alliance's current website no longer meets organizational needs related to usability, accessibility, content management, or brand representation. She noted that, in preparation for organizational renewal, the updated website should better highlight the Alliance's brand and programmatic work while improving user experience and access to services and information for members and stakeholders. The Alliance will initiate a website redesign project, with completion targeted prior to the 2026 holiday season. Hollie then requested that the Board review the RFP document.

Action: The Board unanimously approved RFP for website design, development, and maintenance, as motioned by Mark Purdy and seconded by Shirley Howard Johnson.

- Annual Lunch
  Marisa noted that the annual Spring Luncheon is on Friday, May 1st at the Westin St. Francis. The theme is "Union Square: Back in the Game." Tickets and sponsorships are available.

b. Public Affairs (Brian Fenwick)

- Farmer's Market
  In Brian Fenwick's absence, Melanie Medina expressed appreciation to Peter Hart for providing parking space support during farmers' market events. No additional updates were provided, as the program remains in its early stages.

- Chamber of Commerce – Tax Measures
  Marisa reported that the Chamber of Commerce is actively working to oppose the proposed executive taxes. She noted that her advocacy efforts have also included support for the cable cars, charter-related matters, and other capital projects.

- Discussion and **action** to approve consulting contract with Kat Daniel
  As this item had been previously presented and reviewed by Ken earlier in the meeting, no additional discussion was required. The contract includes a maximum of 5 hours per week for 6 months.

  Action: The Board unanimously approved the consulting contract with Kat Daniel, as motioned by Mark Purdy and seconded by Maxine Papadakis.

- Prevailing Wages legislation and possible **action** to support Benefit District Alliance memo to Board of Supervisors

  Marisa discussed labor cost legislation and noted that CBDs are raising concerns while continuing to provide supplemental sidewalk services. She added that under the proposed grant structure, the Alliance would be exempt from the associated requirements.

  Although not on the agenda, Marisa also reported that Waymo's Zoox has leased a brick-and-mortar location within the Union Square district. The announcement is forthcoming, and she noted broader support for commercial driverless vehicle deployment, with Zoox seeking the Alliance's partnership and support.

Action: The Board has unanimously approved to support the Benefit District Alliance memo to Board of Supervisors, as motioned by Tim Falvey and seconded by Clif Clark.

c. Services & Public Safety (Don Thomas)

- January and February 2026 Operations Report
  Due to time constraints, Don asked the Board to review the January and February 2026 Safety and Operations Reports independently. He noted that overall crime has declined over the past year, with no major incidents reported in the last two months.

- Contract updates and 24-25 FY audit results
  - Block by Block and action to approve contract amendment for April 1, 2026, to March 31, 2027
    Daniela reported that negotiations with Block by Block are ongoing. She noted that she received the relevant documents yesterday and that the process has involved extended back-and-forth, contributing to delays. Daniela added that the remaining steps are expected to be completed within two weeks. Ben confirmed that the Alliance will keep the Board informed with updates via email.

    Action: Considering more information was needed, Don withdrew the action item.

  - Legion and possible action to **approve** contract amendment
    This agenda item was not discussed.

    Action: No action is needed.

- DDC HEART Ambassador grant update and **action** to approve services
  Ben reported that the Alliance has been in discussions with the DDC regarding staffing for the program. He noted that the DDC has negotiated the removal of operational costs from the billing rate. The Alliance is currently awaiting details on the proposed contract amendments.

  Action: The Board unanimously approved services from the DDC HEART Ambassador grant, as motioned by Don Thomas and seconded by Shirley Howard-Johnson.

- Project Updates
  - Security cameras and DDC grant
  Daniela reported that work is ongoing on the $2M DDC grant for security cameras. A comprehensive contract with AVS covers both system upgrades and new installations, with approximately $1M allocated to maintenance and $1M to new installations. The Alliance has received multiple quotes from AVS as the process continues, several of which have already been approved by Marisa.

  - Bigbelly and pilot cans project update.
    Daniela reported that the Alliance is initiating a pilot program with multiple trash can vendors, including MetroStor and SecurrCan. Units will be deployed in the first week of April and evaluated over a six-month period.

- Pressure Washing Grant
  Daniela reported that the DDC has awarded funding at approximately twice the level of the prior Chris Larsen grant, which is set to expire soon. The new DDC contract will expand districtwide pressure washing frequency to approximately three to four times per week.

d. Streetscapes and Public Realm (Manuela King)

- Project Updates
  - Powell Street
    - **Action** to approve new contract with Field Operations for Alliance work February – September 2026
      Ken reported that the Powell Street Improvement Project remains on schedule, with groundbreaking still anticipated in November 2026 pending completion of construction documents. He noted that Clark Construction, the contractor selected by the City, will attend next Tuesday's meeting along with stakeholders and property owners; the firm is currently finalizing its contract with the City. Ken also indicated that the Alliance will need to execute a new contract with Field Operations covering both the schematic design and design development phases.

      Action: The Board unanimously approved the new contract with Field Operations for Alliance work February – September 2026, as motioned by Evan Kaizer and seconded by Clif Clark.

  - Services Matrix
    This agenda item was not discussed.

  - Discussion and **action** to approve consulting contract with BR Demko
    Brooke Ray (BR) recused herself from the meeting before the agenda item was discussed. Ben explained that BR will serve as a part-time consultant under a one-year contract, with an anticipated commitment of approximately 15 hours per week. He briefly outlined her relevant experience. BR Demko was then invited back into the meeting after the action was taken.

    Action: The Board unanimously approved the consulting contract with BR Demko, as motioned by Evan Kaizer and seconded by Mark Purdy.

  - Union Square Stage Improvements
    Ken reported minor delays to the Stage Improvement Project due to weather and miscommunication on pole delivery, which arrived approximately one month later than anticipated. The storage room is nearing completion, and pillar footings have been installed. The pillars are expected by the end of March, with installation and sound equipment to follow in early April. Project completion is anticipated in early April.

  - Wayfinding Signs
    Although not on the agenda, Marlenne reported that bloom installations have been completed at three bus stops, the Maiden Lane gates, and the USP garage sign. She added that the USP green wall sign and Cable Cars 1 and 15 were completed today.

Daniela noted that wayfinding signage has been installed on poles throughout the district in advance of the Super Bowl, upcoming FIFA World Cup events, and area conventions. The signage is part of a 1–2 year pilot program and has performed well to date, with no reported vandalism.

- Maiden Lane and legislation
  Marlenne provided an update on Afternoon on the Lane Phase 3 activations (January 8–February 8). The Alliance partnered with social groups with established audiences and strong online followings, resulting in sold-out Maiden Lane events and high social media engagement. Phase 3 programming included Crafts on the Lane (Thursdays); charm crawl, junk journaling, and art games (Fridays); Maiden Makeover and Spark Social events (Saturdays); and dance lessons (Sundays). Attendance typically ranged from 25 to 40 participants per activation, with the largest event—Spark Social: Latina Forever—drawing approximately 700 attendees. Phase 4 launched on February 13 and runs through March 15, with programming shifted to weekends only. This phase features cultural celebrations, including African American History Month, Carnival, and Chinese New Year, with events such as a jazz celebration, Lotería on the Lane, and a Chinese New Year calligraphy activity. The highest-attended Phase 4 event to date, hosted by Bish Bars, drew approximately 200 participants.

- Lighting Project
  Marlenne reported that installation for the lighting project will commence this week, led by vendor Mark Bosignore. The project will cover the alleyways of Claude Lane, Harlan Lane, Tillman Place, and Campton Place.

e. Finance & Audit (Jim Sangiacomo)

- Discussion and review of insurance renewals with Haley Harper from Gallagher and **action** to approve
  Haley Harper from Gallagher presented to the Board and stated that Gallagher is the second-largest insurance broker in the world and has a strong history of working with nonprofit organizations, aligning with the Alliance's position and vision. She explained that Gallagher's role is to help manage and control costs, while supporting the Alliance's broader mission to enhance the district and San Francisco as a whole. Haley added that her specific responsibility is to bring greater structure and oversight to the Alliance's insurance and risk portfolio and noted that Gallagher offers significant negotiating leverage and purchasing power.

  Action: The Board unanimously approved the insurance renewals, as motioned by Peter Hart and seconded by Tim Falvey.

- **Action** to accept the Unaudited Financial Reports of February 2026.
  Zarrina and Ben presented the unaudited financial report of February 2026. Delays in city grants and Clean and Safe vendor contracts increased reliance on estimates and accruals, complicating accounting and budgeting. The Alliance reported a fiscal year operating deficit of $369K but is outperforming budget with a positive variance of $602K. Core operations showed a favorable variance of $555K, driven by higher-than-budgeted revenues (+$576K, primarily sponsorships),

partially offset by overages in Clean and Safe ($22K) and marketing ($15K), with administrative costs under budget by $15K. Other Revenues reflected a negative variance of $633K due to reduced grant billings; however, lower expenses tied to extensions of RFP230, DDC Security Camera, and SF Live grants ($680K) resulted in a net positive variance of $47K. USBID assessment expenses aligned with the management plan: 69% Clean and Safe, 19% marketing, and 12% administration. Net assets totaled $2.183M, with a cash balance of $3.22M as of 2/28/26. Receivables remain elevated at $1.7M, primarily due to USF (Jan–Feb), JPMC Bloom Sponsorship, and RFP230 (Jan–Feb).

Action: The Board unanimously approved the unaudited financial reports of February 2026 as motioned by Russel D. Keil, Jr. and seconded by Don Thomas.

f. Announcements & New Business
- Board of Directors Strategic Plan Retreat – April 22, 2026, at Cavallo Point
- Executive Committee – April 23, 2026, at 9:00am – TBC
- Next Board Meeting – Annual Meeting, May 28, 2026, Location TBD
- Annual Lunch – May 1, 2026 – Tickets and Sponsorships available now
- Bloom Fashion Show – May 8, 2026, at Union Square Plaza

Adjourned: 11:34 a.m.