

UNION SQUARE ALLIANCE



July - December 2021
Mid-Year Report



The Alliance Mid-Year Review

On behalf of the Union Square Alliance, and our Board of Directors, we are pleased to present this mid-year report. This report highlights the accomplishments we have achieved and financial reports from July to December 2021.

During this period, we completed the outward facing full rebrand of the Union Square Business Improvement District - and officially changed the name to the Union Square Alliance. Our red banners, printed and- digital collateral, vans, and uniforms have been replaced with a vibrant, cheerful blue combined with a kaleidoscope of complementary colors which have brightened up the Union Square identity. Our new branding has been featured at events and activations in the plaza and around the neighborhood.

Executive Director of 10 years, Karin Flood moved on from her position at the Alliance. We thank her for her decade of dedicated services to Union Square. While saddened by her departure, we were thrilled to welcome our new Executive Director, Marisa Rodríguez to lead the Alliance. Marisa was most recently the Director of the Office of Cannabis for the City and County of San Francisco. Prior to this role, she was an Assistant District Attorney and Director of Community Relations for the San Francisco District Attorney's Office. With her wealth of community and civic experience, and as a native San Franciscan, Marisa has the heart and determination to create a prosperous future together with the Board, Members and Stakeholders.

Under Marisa's guidance, the Alliance was able to respond quickly and accordingly to the unfortunate events of November 19 when many high-end retail stores were targeted and looted. She has made numerous appearances in local news outlets, strongly and positively representing

Union Square, and has been a strong advocate for the Alliance in the City as a whole. She has also enacted, commenced, and continued initiatives, many seen below, with many more to come in 2022.

New Initiatives

- Relaunched Miracle Messages Program
- Expanded Legion Security staff adding 2 patrol guards from 2:00 p.m. - 10:00 p.m. (in addition to 10:00 p.m. - 6:00 a.m.)
- Completed the rebrand of the Union Square Alliance
- Installed Holiday lighting and decor around the district
- Organized the first Retail Theft Summit with City Leaders
- Reactivated Union Square Park with public events, installations and activations
- Reinstated and reimagined our in-person traditional Holiday Luncheon and Fundraiser
- Made Improvements at Hallidie Plaza in collaboration with City Partners

Despite the ups and downs of 2021, the Alliance team has worked diligently to maintain a high caliber Member experience and was committed to creating a safe and welcoming environment for all. We will continue to lead the way on the road to the recovery and the revitalization of Union Square as we all traverse the COVID-19 pandemic and the various challenges it presents. We are proud of what we have achieved as a community in the second half of 2021, and we invite you to support our efforts to create a high-quality experience in Union Square for visitors and locals alike to create memories - and return time and time again.

Mark Purdy
Board President

Marisa Rodríguez
Executive Director

Services

The Union Square Alliance provides the following services: Cleaning and Safety Services, Public Realm & Streetscapes, District Marketing, and Advocacy. Between July and December 2021, the Union Square Alliance expanded and implemented the following new programs:



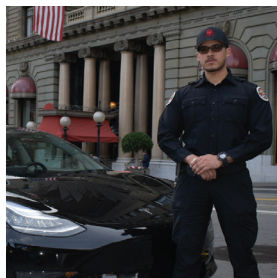
Union Square Alliance

Services Updates

Miracle Messages Relaunch

Miracle Messages is a nonprofit organization that helps people experiencing homelessness rebuild their social support system through family unification. Miracle Messages has been a partner for many years and relaunched their program in August 2021. Our collaboration with Miracle Messages, specifically with their new outreach specialist Lindsay Pfeiffer, has proven highly successful. She has revitalized efforts since she began, most notably in December with 124 engagements, 49 referrals to services, 11 Miracle Friends sign ups, and 2 reunions.

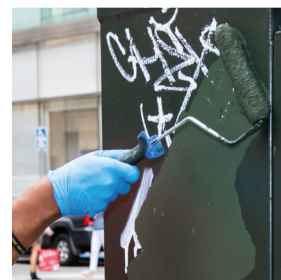
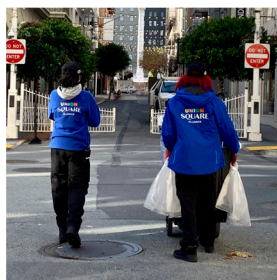
We also assembled giveaway bags with essentials such as toiletries, socks and more to support people experiencing homelessness during the cold winter months and to further develop relationships with our displaced community.



Additional Cameras in the District

24 additional cameras were installed, bringing the total number of cameras in the district to 463, now the largest network in the public realm on the West Coast. We are excited to announce that we will continue to expand our security camera program through 2022.

The community would like to extend a special thanks to the Chris Larsen Fund, an advised fund of the Silicon Valley Community Foundation, for a grant that allowed additional funding of this important program.



Legion Security Expansion

The Alliance launched our overnight security program (10:00 p.m. - 6:00 a.m. daily) in early 2020. We have further expanded our services to staff two guards to patrol district from 2:00 p.m. - 10:00 p.m. daily. The additional patrol adds safety and security during the peak pedestrian times in the afternoon and evening hours.



Cleaning

by the Numbers, Jul - Dec 2021



276,700

Pounds of trash
removed from street

9,106

Hazardous Wastes
Removed

11,422

Graffiti Tags
Removed

4,713

Cleaning Requests
Received

521,732

Feet of Block Fronts
Pressure Washed

5,951

Overflowing
Cans Leveled

Safety

by the Numbers, Jul - Dec 2021



24,405

Quality of Life
Incidents Addressed

5,430

Incidents Addressed
by 10B Officers

260

Video Footage
Requests

235

Public Safety
Request Received

4,129

Incidents Addressed
by Private Security

24 *(463 in total)*

Additional
Cameras Installed



Marketing, Advocacy & Public Realm Programs

Rebranding

The Alliance performed an entire organization and community rebrand, which included our logo, uniforms, vans, trucks, Bigbellies, street banners, printed pieces and more. We will continue efforts into 2022 where you will see a new website, ad campaigns, and many other collateral pieces to be introduced.

Events and Activations

Union Square Plaza hosted many events throughout the summer. Our Saturday Music Series and SF Wednesdays continued to draw visitors to the Park. As the winter season arrived, we were excited to announce the delightful return of many traditional activations, including the Union Square Ice Rink, the Bill Graham Menorah and Macy's Great Tree!

Hallidie Plaza

We have continued collaborating with the city to clean up, refresh and activate Hallidie Plaza. We welcomed Urban Alchemy to supervise Hallidie Plaza to ensure a safe and welcoming environment for everyone that passes through and/or lingers. We installed Holiday decor with lit garlands, ornaments on trees, large wreaths, and life-sized deer. Additionally, permanent bistro lights were installed to light up Hallidie Plaza throughout the night.

Holiday Luncheon and Fundraiser

On December 2, the Union Square Foundation Holiday Luncheon and Fundraiser took place at The Westin St. Francis Hotel, our first in-person event since the start of the pandemic. We are deeply grateful to our generous sponsors and guests who showed their support at the event. All the funds raised will go to public realm, streetscapes projects and activations to further enhance Union Square as a world class destination, plus our Union Square Cares initiatives that include Miracle Messages and our newly launched program with partners: Street Violence Intervention Program, SFPD, Macy's and John's Grill to support 15 at risk Bay youth.

Retail Theft Summit

The Alliance organized our first Retail Theft, Safety and Services Summit in a partnership with the Mayor, City Leaders, Community Partners and Law Enforcement who convened to discuss next steps on how the City will handle and manage Retail Theft and Safety. Members and Stakeholders were able to ask questions and learn about how the city's plan for Union Square's recovery and safety post pandemic will develop. This is a series of events which will continue regularly in 2022.

Holiday Lighting and Decorations

We have illuminated the district by lighting the trees in Union Square Park, near the Cable Car turnaround, and in Maiden Lane. Oversized colorful ornaments were placed along the Powell Street Promenade including one uniquely hand-painted with the new Union Square Alliance branding. The Alliance Team also worked together to decorate a Cable Car for all to enjoy.

Flowers Baskets

We have been seasonally refreshing the hanging flower baskets throughout the district. This program has been expanded in collaboration with John's Grill, the new hotel citizen M and the Flood Building on Ellis Street to include the area between Powell and Stockton Street. This program will also continue to grow and flourish in 2022.

Social Media

The Alliance has placed engaging and eye-catching content consistently on all our Social Media platforms. Each platform has performed exceedingly well as a way to distribute information and inspire visitors to the neighborhood. The largest increase of this period was on Instagram, where our followers rose almost 30% reaching over 6,000.

Financial Report



Statement of Financial Position as of December 31, 2021

Assets

Cash	\$	2,932,825
Receivables (Net)	\$	240,270
Prepaid & Deposits	\$	365,194
Fixed Assets (Net)	\$	476,295
Total Assets (Net)	\$	4,014,585

Liabilities and Net Assets

LIABILITIES

Accounts Payable & Accrued Expenses	\$	981,048
Line of Credit & Loans Payable	\$	298,942
Deferred Revenue	\$	112,807
Total Liabilities	\$	1,392,798

NET ASSETS

Temporarily Restricted Net Assets	\$	32,000
Unrestricted Net Assets	\$	2,589,787
Total Net Assets	\$	2,621,787
Total Liabilities & Net Assets	\$	4,014,585



Budget Comparison • Assessment & Core Operations

July - December YTD 2021

Revenue & Carry Over	ACTUAL	BUDGET	VARIANCE
Carry over used from fiscal year 20-21FY ¹	\$ 2,153,999	\$ 2,153,999	\$ -
Assessment Income ²	\$ 3,609,625	\$ 3,353,883	\$ 255,742
Other Income ³	\$ 198,999	\$ 338,850	\$ (139,851)
Total Income	\$ 3,808,624	\$ 3,692,733	\$ 115,891
Expenses	ACTUAL	BUDGET	VARIANCE
Clean & Safe ⁴	\$ 2,263,564	\$ 2,535,448	\$ 271,884
Public Realm, Marketing, Events & Advocacy ⁵	\$ 482,859	\$ 620,706	\$ 137,847
Management & Administration ⁶	\$ 589,618	\$ 541,229	\$ (48,389)
Total Assessment Expenses	\$ 3,336,041	\$ 3,697,383	\$ 361,342
Net Surplus (Deficit)	\$ 472,583	\$ (4,650)	\$ 477,233

¹Used for core operations July-Nov 2021

²Assessment collections higher than expected

³PPP second load not forgiven (yet)

⁴Increase in bank hours balance and other savings

⁵Less expenses on branding, holiday lighting and website

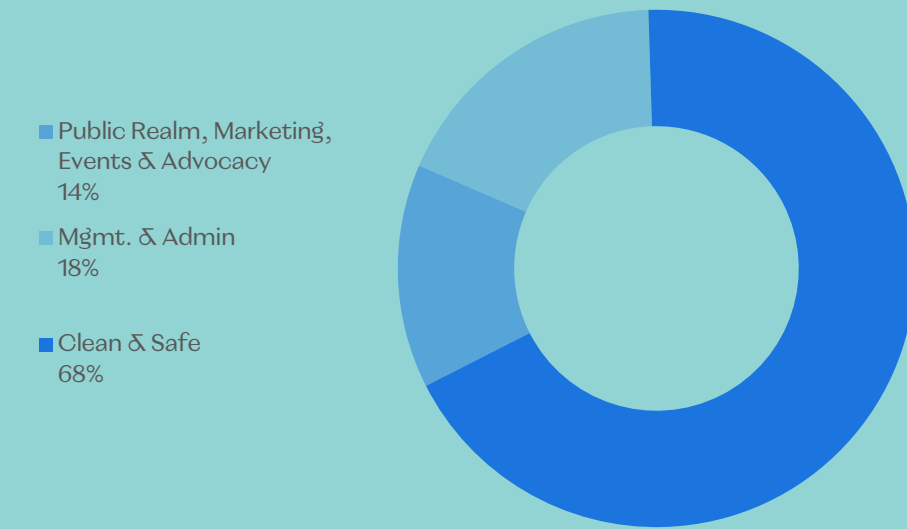
⁶Various expenses higher than budgeted-legal, support, staffing

These statements are interim and have not been audited, reviewed or compiled by a CPA.

They are the representation of the financial status of the operation according to the Alliance management.

Total Assessment Expenses

July - December 2021



Budget Comparison

Total Results

Revenue & Carry Over	ACTUAL	BUDGET	VARIANCE
Carry over used from fiscal year 20-21FY ⁷	\$ 2,224,288	\$ 2,224,288	\$ -
Assessment Income ⁸	\$ 3,608,625	\$ 3,353,883	\$ 254,742
Other Income ⁹	\$ 605,680	\$ 838,830	\$ (233,150)
Total Income	\$ 4,214,305	\$ 4,192,713	\$ 21,592
Expenses	ACTUAL	BUDGET	VARIANCE
Clean & Safe ¹⁰	\$ 2,408,398	\$ 2,665,046	\$ 256,648
Public Realm, Marketing, Events & Advocacy ¹¹	\$ 778,639	\$ 1,020,698	\$ 242,059
Management & Administration ¹²	\$ 630,770	\$ 583,593	\$ (47,177)
Total Assessment Expenses	\$ 3,817,807	\$ 4,269,337	\$ 451,530
Net Surplus (Deficit)¹³	\$ 396,498	\$ (76,624)	\$ 473,122

⁷Used for operations from July-Nov 2021 and for grant expenses

⁸Assessment collections higher than projected

⁹PPP second load not forgiven (yet) and Union Square Park less than budgeted

¹⁰Increase in bank hours balance and other savings

¹¹Less Union Square Park services provided and less events

¹²Overall positive surplus due to spending less and higher collections

Budget and Forecast

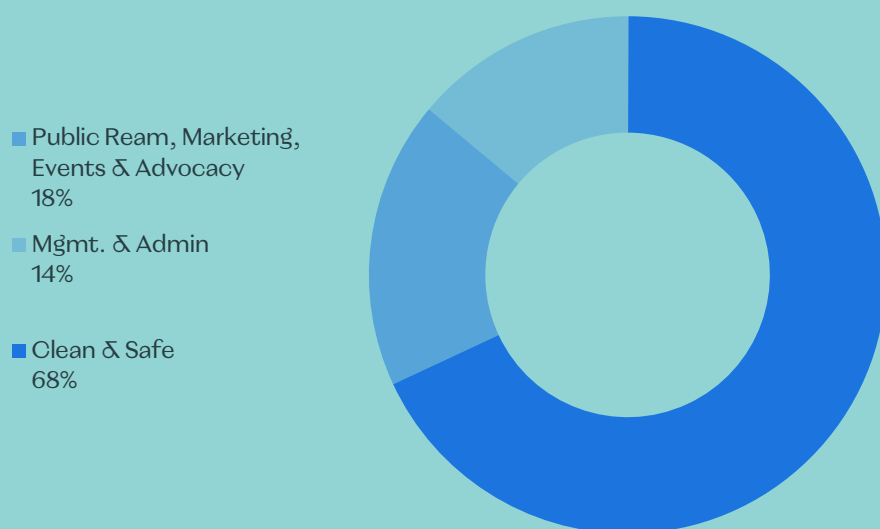
Budget for January - June 2022

Revenue & Carry Over	JAN-JUN 2022 BUDGET	FY 21-22 FORECAST
Reserves (Carry Over) from December 2021	\$ 2,621,787	\$ 2,224,288
Assessment Income	\$ 2,723,960	\$ 6,333,585
Other Income	\$ 904,080	\$ 1,509,760
Total	\$ 3,628,040	\$ 7,843,345

Expenses	BUDGET	FORECAST
Clean & Safe	\$ 3,086,147	\$ 5,494,545
Public Realm, Marketing Events & Advocacy	\$ 683,584	\$ 1,462,223
Management & Administration	\$ 486,757	\$ 1,117,527
Total Assessment Expenses	\$ 4,256,488	\$ 8,074,295
Net Surplus (Deficit)	\$ (628,488)	\$ (230,950)
Projected Reserves (Carry Over) at June 30, 2022¹⁴	\$ 1,993,339	\$ 1,993,339

Total Expenses

Forecast for 21-22



¹⁴To fund operations from July-October 2022

These statements are interim and have not been audited, reviewed or compiled by a CPA.

They are the representation of the financial status of the operation according to the Alliance management.

Our Partners, Board Members & Staff



Union Square Alliance Subcontractors

Allbay Landscaping

Responsible for maintaining landscaping on Powell Street Promenade and hanging baskets on Powell, Ellis, Stockton and Maiden Lane.

Applied Video Solutions (AVS)

Installs/maintains security camera network.

Bigbelly

Produces, installs, and services 37 smart trash receptacles in the area.

Block by Block

Provides Union Square Alliance core services, including but not limited to: cleaning, safety, pressure washing.

The Christmas Light Pros of SF

Oversees holiday lighting design, implementation, and maintenance on lighting display.

Cube 84

Salesforce consultants who provide managed services and built our customized database (District 360) to track status of service calls.

David Perry & Associates, Inc.

Provides strategic communication and public relations support.

Dianna Cavagnaro, Marketing and Events Consulting

Provides strategic marketing and event organization support.

District Works

Provides supplemental staffing to support special projects and public realm improvements for business improvement districts including installation, maintenance, and repairs.

J2

Branding firm that is leading the brand refresh project including initial research and findings.

Legion Security

Provides overnight security services.

SFPD 10B Program

Provides uniformed police officers 16 hours daily.

Wiline

Provides high speed internet services to support security camera network.

We are the Kind

Music and event producer who helped organize music performances in Union Square Park and other areas in the district.

Union Square Alliance Staff

Marisa Rodriguez
Executive Director

Joshua Chan
Senior Project Coordinator

Rachel Lewis
Member Services
Representative

Jasmine Montgomery-Allen
Member Services
Representative

Benjamin Horne
Deputy Director

Zarrina Yousufzai
Senior Admin Coordinator

Kelvin Burt
Member Services
Representative

Melanie Medina
Intern

Chris Boss*
Director of Services

Eva Schouten
Marketing Coordinator

Antonio Chappel
Member Services
Representative

Karen Gagarin
Services Manager

Maggie Minton
Social Media Coordinator

Shabrie Martin
Member Services
Representative

**Staff no longer with the Alliance*

Board Officers

Mark Purdy
PRESIDENT

Senior VP & GM
Grosvenor Americas

Don R. Thomas
VICE PRESIDENT

Board of Directors
The Club Donatello

Corinna Luebbe
SECRETARY

General Manager
Taj Campton Place

Julie Taylor
TREASURER

Executive VP
Colliers International

Board of Directors

Cammy Blackstone
Director - External Affairs
AT&T

**Shirley
Howard-Johnson**
Arts Consultant

Marcus Mirt
Senior Operations Manager
Recology Golden Gate

James Sangiacomo
Principal
Trinity

Stephen Brett
Principal
Brett & Company

Evan J. Kaizer
President & CEO
Sieroty Compay Inc.

Erik Murray
Managing Partner
Oak Investment Funds

Mark Sullivan
VP, Market General
Neiman Marcus

Jordan Buckley
VP of Operations
Paramount Hotels, Inc.

Russell D. Keil, Jr.
Principal
The Keil Company

**Maxine. A.
Papadakis, MD**
150 Powell HOA

Judith Shahvar*
Assistant General Manager
Westfield SF Centre

Jason Dyer
Senior General Manager
Westfield SF Center

David Lewin
General Manager
Grand Hyatt

Micheal G. Petricca
VP of Campus Safety
Academy of Arts University

Don R. Thomas
Board of Directors
The Club Donatello

J. Timothy Falvey
Hanford-Freund Company

Terry Lewis
Complex General Manager
Hilton SF Union Square &
Parc 55 San Francisco

Kelly Powers
Director
Hotel Council SF

Julie Taylor
Executive VP
Colliers International

Phil Ginsburg
General Manager
SF Recreation & Parks

Corinna Luebbe
General Manager
Taj Campton Place

Mark Purdy
Senior VP & GM
Grosvenor Americas

Wes Tyler
General Manager
Chancellor Hotel on
Union Square

Advisory Committee Chairs

Russell D. Keil, Jr.
AUDIT
COMMITTEE CHAIR

President
The Keil Companies

Erik Murray
PUBLIC AFFAIRS
COMMITTEE CO-CHAIR

Managing Partner
Oak Investment Funds

Mark Sullivan
MARKETING
COMMITTEE CHAIR

General Manager
Neiman Marcus

Manuala A. King
STREETSCAPES
COMMITTEE CHAIR

Principal
RHAA Landscape
Architects

James Sangiacomo
FINANCE
COMMITTEE CHAIR

Principal
Trinity Properties

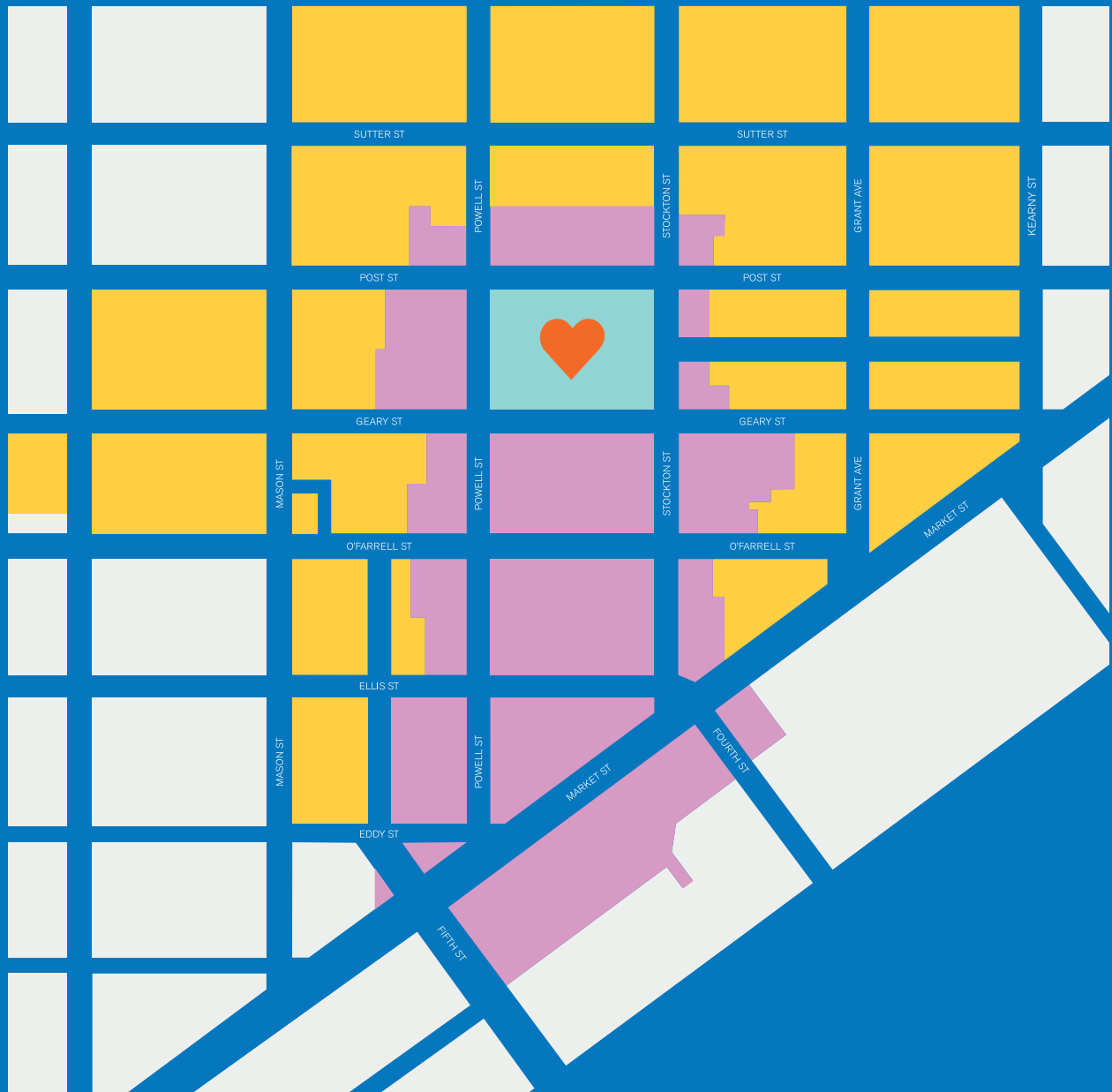
Stephen Brett
PUBLIC AFFAIRS
COMMITTEE CO-CHAIR

Principal
Brett & Company

Don R. Thomas
SERVICES & PUBLIC SAFETY
COMMITTEE CHAIR

Board of Directors
The Club Donatello

**Board Members no longer with the Alliance*



UNION SQUARE

ALLIANCE

 #UnionSquareSF

 #UnionSquareSF

 #UnionSquareSF

291 Geary Street, Suite 200, San Francisco, CA 94102  415•781•7880  visitunionsquaresf.com