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 2022.

During this period, we completed an ambitious new Strategic Plan for the Alliance and for the Union Square district, with the participation of many City Officials, as well as our Union Square Alliance Board of Directors and other district stakeholders. The Plan, which was publicly announced in November at a press event with Mayor Breed, includes recommendations in five key areas:

- Promote a safe and welcoming environment
- Build a strong economy
- Cultivate an authentic vibe
- Elevate the iconic plaza and embrace intimate spaces
- Ensure a healthy and enduring organization

Our staff and stakeholders are already hard at work implementing multiple recommended actions from the Plan for the betterment of Union Square and all of downtown San Francisco. Included in those recommended actions are activations in the Public Realm.

From November 25th to December 24th, the Alliance presented the first annual Winter Wanderland Holiday Village in Hallidie Plaza. Visitors discovered local, handmade gifts, snow flurries, sweets, along with live family-friendly entertainment like magicians and carolers, and a larger-than-life Snow Globe photo opportunity for people of all ages to enjoy. The event was a success, attended by thousands of people and showed a pathway for successfully activating a historically transitory space.

Recently, the Alliance also took steps to improve the safety and security of the district. One of the most significant changes is the deployment of 24/7 Legion security. This additional security means there will be a dedicated security team on duty to ensure community response. In addition to the increased security presence, the Alliance enhanced our program by adding additional cameras within the district to allow for more coverage.

The Alliance, through our Union Square Cares Program, supported the Salvation Army Adopt-an-Angel program. The Salvation Adopt-an-Angel program is an initiative that helps provide Christmas gifts for hundreds of thousands of children in need around the country each year. By supporting this program, the Alliance hopes to positively impact the lives of those in need and give back to the community.

The second half of 2022 has been a time of rebirth for Union Square. During this period, we saw a steady increase in foot traffic and we have heard many anecdotes about how pleased people have been with the “vibe” of the district, resulting in return visits. We will continue working diligently to maintain a high caliber Member experience and remain committed more than ever to creating a safe and welcoming environment for all. We couldn’t be more thrilled to be part of this forward momentum and look forward to what is only the beginning of a true Union Square renaissance.

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 2022, the Union Square Alliance expanded and implemented the following new programs:
Services

Updates

Partnership with Salvation Army
This year we are thrilled to announce our partnership with the Salvation Army for our Holiday Fundraising Initiative. The Salvation Army’s popular Adopt-an-Angel Program was an extra special highlight during the Alliance Foundation Fundraiser’s festivities. The Salvation Army’s Angel Tree Program has been a tradition since 1979 and serves millions of children and seniors every year, and we were delighted to have been able to support these efforts in 2022.

The Alliance Foundation donated $10,000 and through our raffle ticket sales an additional $1,750 to this program supporting over 450 angles during the 2022 holiday season.

Additional Cameras in the District
5 additional cameras were installed, bringing the total number of cameras in the district to 469, 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 2023.

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
Since the launch of the overnight security program in 2020, we have recently expanded the program to provide 24hr security to the district. Legion provides unarmed, uniformed security. They actively patrol the district, watchful for unwanted behavior and criminal activity, address low level crimes, encampments, and excessive/amplified noise.
<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pounds of trash removed from street</td>
<td>209,725</td>
</tr>
<tr>
<td>Hazardous Wastes Removed</td>
<td>7,614</td>
</tr>
<tr>
<td>Graffiti Tags Removed</td>
<td>6,728</td>
</tr>
<tr>
<td>Cleaning Requests Received</td>
<td>5,203</td>
</tr>
<tr>
<td>Feet of Block Fronts Pressure Washed</td>
<td>481,200</td>
</tr>
<tr>
<td>Overflowing Cans Leveled</td>
<td>3,446</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>13,201</td>
<td>Quality of Life Incidents Addressed</td>
</tr>
<tr>
<td>2,794</td>
<td>Incidents Addressed by 10B Officers</td>
</tr>
<tr>
<td>247</td>
<td>Video Footage Requests</td>
</tr>
<tr>
<td>260</td>
<td>Public Safety Request Request Received</td>
</tr>
<tr>
<td>5,203</td>
<td>Incidents Addressed by Private Security</td>
</tr>
<tr>
<td>5</td>
<td>Additional Cameras Installed (469 in total)</td>
</tr>
</tbody>
</table>
Summer Music Series
From March – September 2022, the Alliance hosted a free music series at Union Square Plaza. Through this program, we supported 25 local bands and consistently activated Union Square Plaza every Saturday.

Dance Events
In addition to the music series, the Alliance hosted three dance events at Union Square Plaza, inviting the local Salsa, Swing, and Tango communities to the district. During each event, there were free dance lessons, an outdoor bar hosted by a local bar and nightclub, Hawthorn, and live music.

Coffee & Connections
The Union Square Alliance relaunched Coffee & Connections this year. This quarterly event allows one to network with fellow members and share planned promotions, events, and programs.

Holiday Fundraiser
This year’s Union Square Foundation’s Holiday Fundraiser was themed Après Union Square: Walking in a Winter Wonderland, presented by Amazon. It was an illuminating evening at The Beacon Grand’s Starlite Room on the 21st floor. A certificate of appreciation was presented to the SFPD Mobile Command Unit by Union Square Alliance CEO Marisa Rodriguez. DA Brooke Jenkins and Assistant Chief Lazar spoke to great cheers from the crowd. A highlight of our program for many of us was the inspiring $10,000 donation and numerous toys collected for the Salvation Army’s Adopt-An-Angel program. Seven lucky raffle winners took home some fantastic packages!

Lighting Project
Through the generous donation of the Chris Larsen Foundation, the Alliance received a grant to complete several lighting projects. The following projects are completed:

- Uplighting of the palm trees at Union Square Plaza
- The lighting of the Dewey Monument
- The lighting of the 14 trees on the north side of Union Square Plaza
- The lighting of the trees on Sutter Street (between Stockton and Grant)

Winter Wanderland
From Black Friday, November 25, through Christmas Eve, December 24, Union Square Alliance, in partnership with AT&T, invited visitors to explore the first Holiday Village en route to nearby attractions such as The Safeway Holiday Ice Rink Presented by Kaiser Permanente, Macy’s Great Tree, and the Bill Graham Menorah.

Winter Wanderland transformed Hallidie Plaza into a festive holiday village with local, handmade gifts, holiday tree decorations, snow flurries, sweets, and warming drinks that enhance the space, along with live family-friendly entertainment like magicians and carolers.

District Wide Holiday Initiatives
To highlight the theme of Winter Wanderland, the Alliance initiated several beautification and activation projects during the holiday season, including:

- Decorative district-wide snowflakes
- Hanging snowflakes at Maiden Lane
- Installed Winter Wanderland signage on the faux green backdrop on the stage at Union Square Plaza
- Set Christmas trees along the Powell Street Promenade
- Placed larger-than-life ornaments along the Powell Street Promenade painted by local artist
- Decorated Cable Cars with district members
- Installed festive poinsettias to the district flower baskets

Ornament Trail
The Alliance owns 8 larger-than-life ornaments which have been out on display on the Powell Street Promenade over the years. This
year, we invited local artists to paint the ornaments to provide a unique design and add public art to the Union Square district. One of the ornaments was sponsored by AT&T who hosted one of the ornaments at their store. We also created an ornament trail booklet, inviting children of all ages to complete a scavenger hunt and locate each ornament in order to win tickets to the Union Square Ice Rink. We were able to hand out over 500 booklets providing more attention to the artists, interaction with the ornaments and a fun family-friendly holiday activity.

Annual Safe Shopper Meeting
The Alliance hosted the important Annual Holiday Safe Shopper event. It provided members the opportunity to hear from the following organizations: SFPD, Retired SPFD Ambassador Program, BART, SFMTA, Park Rangers, and Applied Video Solutions about their plans for ensuring a safe and festive Holiday season.

Social Media
The Alliance has consistently developed engaging and eye-catching content on all our Social Media platforms. Each platform has performed exceedingly well to distribute information and inspire visitors to the neighborhood. We showcase various “Only in Union Square” elements, such as the Cable Cars, the park, and one-of-a-kind events and promos our unique businesses offer. Across all platforms, we experienced an increased following of almost 19%.

Website Launch
We are thrilled to announce we have crossed the rebranding finish line with the launch of our newly redesigned website. The initial launch focuses on the consumer, improving navigation and discoverability of our many businesses in the district. The directory categories include ‘Things to Do,’ ‘Shopping & Services,’ ‘Food & Drink,’ ‘Arts & Culture,’ and ‘Accommodations.’ We encourage all to share events and promos happening in Union Square; we will have areas on the website to highlight them.
# Financial Report

**Statement of Financial Position**

as of December 31, 2022

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 3,180,048</td>
</tr>
<tr>
<td>Receivables (Net)</td>
<td>$ 222,258</td>
</tr>
<tr>
<td>Prepaid &amp; Deposits</td>
<td>$ 216,363</td>
</tr>
<tr>
<td>Fixed Assets (Net)</td>
<td>$ 546,209</td>
</tr>
<tr>
<td><strong>Total Assets (Net)</strong></td>
<td><strong>$ 4,164,878</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable &amp; Accrued Expenses</td>
<td>$ 1,678,671</td>
</tr>
<tr>
<td>Line of Credit &amp; Loans Payable</td>
<td>$ 137,606</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$ 2,593</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$ 1,818,870</strong></td>
</tr>
</tbody>
</table>

| **NET ASSETS**                |               |
| Restricted Net Assets         | $ 3,621       |
| Unrestricted Net Assets       | $ 2,342,387   |
| **Total Net Assets**          | **$ 2,346,008**|

| **Total Liabilities & Net Assets** | **$ 4,164,878** |

Union Square Alliance
### Budget Comparison • Assessment & Core Operations
July - December YTD 2022

<table>
<thead>
<tr>
<th>Revenue &amp; Carry Over</th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry over used from fiscal year 21-22 FY(^1)</td>
<td>$2,193,362</td>
<td>$2,193,362</td>
<td>$ -</td>
</tr>
<tr>
<td>Assessment Income(^2)</td>
<td>$3,798,329</td>
<td>$3,530,093</td>
<td>$268,236</td>
</tr>
<tr>
<td>Other Income(^3)</td>
<td>$224,023</td>
<td>$172,750</td>
<td>$51,237</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$4,022,352</strong></td>
<td><strong>$3,720,834</strong></td>
<td><strong>$319,509</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean &amp; Safe(^4)</td>
<td>$2,710,345</td>
<td>$2,753,852</td>
<td>$43,507</td>
</tr>
<tr>
<td>Public Realm, Marketing, Events &amp; Advocacy</td>
<td>$571,054</td>
<td>$574,255</td>
<td>$3,201</td>
</tr>
<tr>
<td>Management &amp; Administration(^5)</td>
<td>$558,536</td>
<td>$551,308</td>
<td>$(7,228)</td>
</tr>
<tr>
<td><strong>Total Assessment Expenses</strong></td>
<td><strong>$3,839,935</strong></td>
<td><strong>$3,879,415</strong></td>
<td><strong>$39,480</strong></td>
</tr>
</tbody>
</table>

| Net Surplus (Deficit)                 | **$182,417** | **$(176,572)**| **$358,989**|

\(^1\) Used for core operations July-Nov 2022  
\(^2\) Assessment collections higher than expected  
\(^3\) In kind and other misc funds higher  
\(^4\) SFPD 10b officers below budget  
\(^5\) Various expenses higher than budgeted - support and legal

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 2022

### Budget Comparison
Total Results July - December YTD 2022

<table>
<thead>
<tr>
<th>Revenue &amp; Carry Over</th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry over used from fiscal year 21-22FY(^7)</td>
<td>$2,230,237</td>
<td>$2,230,237</td>
<td>$0</td>
</tr>
<tr>
<td>Assessment Income(^8)</td>
<td>$3,798,329</td>
<td>$3,530,093</td>
<td>$268,236</td>
</tr>
<tr>
<td>Other Income(^9)</td>
<td>$1,141,417</td>
<td>$1,551,458</td>
<td>$(410,041)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$4,939,746</td>
<td>$5,081,551</td>
<td>$(141,805)</td>
</tr>
</tbody>
</table>

| Expenses                      | ACTUAL      | BUDGET      | VARIANCE   |\(^{\text{a}}\) |
|-------------------------------|-------------|-------------|------------|
| Clean & Safe\(^{10}\)         | $2,835,789  | $2,898,209  | $62,420    |
| Public Realm, Marketing, Events & Advocacy\(^{11}\) | $1,374,531  | $1,787,572  | $413,041   |
| Management & Administration\(^{12}\) | $613,655    | $605,445    | $(8,210)   |
| **Total Assessment Expenses** | $4,823,975  | $5,291,226  | $467,251   |
| **Net Surplus (Deficit)**\(^{13}\) | $115,771    | $(209,675)  | $325,446   |

\(^{\text{a}}\) Used for operations from July-Nov '22 and for grant expenses  
\(^8\) Assessment collections higher than projected  
\(^9\) Econ Recovery and SF Live Grant not recognized  
\(^{10}\) SFPD 10B expenses under budget and security camera installs delayed  
\(^{11}\) Expenses for SF Live and Econ Grants not made due to funding delays  
\(^{12}\) Additional support and legal fees  
\(^{13}\) Overall positive surplus due to spending less and higher collections
Budget and Forecast
Budget for January - June 2023 & Forecast 22-23FY

<table>
<thead>
<tr>
<th>Revenue &amp; Carry Over</th>
<th>JAN-JUN 2023 BUDGET</th>
<th>FY 22-23 FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserves (Carry Over) from December 2022</td>
<td>$ 2,346,008</td>
<td>$ 2,230,237</td>
</tr>
<tr>
<td>Assessment Income</td>
<td>$ 2,864,913</td>
<td>$ 6,663,242</td>
</tr>
<tr>
<td>Other Income</td>
<td>$ 1,518,062</td>
<td>$ 2,659,479</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$ 4,382,975</strong></td>
<td><strong>$ 9,322,721</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>BUDGET</th>
<th>FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean &amp; Safe</td>
<td>$ 2,996,461</td>
<td>$ 5,832,250</td>
</tr>
<tr>
<td>Public Realm, Marketing Events &amp; Advocacy</td>
<td>$ 1,173,264</td>
<td>$ 2,547,795</td>
</tr>
<tr>
<td>Management &amp; Administration</td>
<td>$ 546,347</td>
<td>$ 1,160,002</td>
</tr>
<tr>
<td><strong>Total Assessment Expenses</strong></td>
<td><strong>$ 4,716,072</strong></td>
<td><strong>$ 9,540,047</strong></td>
</tr>
</tbody>
</table>

**Net Surplus (Deficit)**

| **Net Surplus (Deficit)** | **$ (333,097)** | **$ (217,326)** |

**Projected Reserves (Carry Over) at June 30, 2023**

| Projected Reserves (Carry Over) at June 30, 2023 | $ 2,012,911 | $ 2,012,911 |

**Total Expenses**
Forecast for 22-23

- **Clean & Safe**
  - 61%

- **Public Realm, Marketing, Events & Advocacy**
  - 27%

- **Management & Administration**
  - 12%

*To fund operations from July - October 2023*

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

**All These Wonders**
Digital designers who created the style guide and designs assets for the Holiday Season 2022.

**Allbay Landscaping**
Responsible for maintaining landscaping on Powell Street Promenade, Hallidie Plaza and district wide flower baskets.

**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.

**Cube 84**
Salesforce consultants provide managed services and built our customized database (District 360).

**Dianna Cavañaro, Marketing and Events Consulting**
Provides strategic marketing and event organization support.

**District Works**
Provides support during large scale events at Union Square Plaza.

**elImpact**
Developing data dashboard.

**J2**
Branding firm that lead the rebrand project including the new website.

**Kenneth J. Rich Consulting**
Supported the Alliance during the strategic planning.

**Legion Security**
Provides security services.

**Mar Structural Design**
Engineering for future art installation.

**MIG Consultants**
Supported the Alliance during the strategic planning.

**Professional Computer Support**
IT services.

**SF Holiday Lighting**
Oversees general lighting design, implementation, and maintenance on lighting display in the district.

**SFPD 10B Program**
Provides uniformed police officers 16 hours daily.

**Springboard**
Provides pedestrian counters and data analytics.

**Streetsense**
Supported the Alliance during the strategic planning.

**Vistity**
Created an online platform for current and prospective tenants to digitally tour Union Square.

**Wiline**
Provides high speed internet services to support security camera network.

**Willy Bietak**
Main partner to create the Winter Wanderland Holiday Village.

**We are the Kind**
Organized music performances in Union Square Park, Alliance events and other parts of the district.
Board Officers

Mark Purdy  
**PRESIDENT**  
Senior VP & GM  
Grosvenor Americas

Don R. Thomas  
**VICE PRESIDENT**  
Board of Directors  
Club Donatello

Corinna Luebbe  
**SECRETARY**  
General Manager  
Taj Campton Place

Julie Taylor  
**TREASURER**  
Executive VP  
Colliers International

Board of Directors

Mark Sullivan  
General Manager  
Neiman Marcus

Jordan Buckley  
Director of Hotel Operations  
Paramount Hotels, Inc.

Shirley Howard-Johnson  
Arts Consultant

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

Michael G. Petricca  
VP of Campus Safety  
Academy of Art University

Julie Taylor  
Executive VP  
Colliers International

Opio Dupree  
Vice President Government and Public Affairs  
Macy’s

Erik Murray  
Managing Partner  
Oak Investment Funds

Evan J. Kaizer  
President & CEO  
Stratford Hotel LLC

Corinna Luebbe*  
General Manager  
Taj Campton Place

Kelly Powers*  
Director  
Hotel Council of San Francisco

Don R. Thomas  
Board of Directors  
The Club Donatello

Cammy Blackstone  
Director - External Affairs  
AT&T

J. Timothy Falvey  
Hanford-Freund Company

Russell D. Keil, Jr.  
Principal  
The Keil Companies

Marcus Mirt  
Senior Operations Manager  
Recology Golden Gate

Mark Purdy  
Senior VP & GM  
Grosvenor Americas

Wes Tyler  
General Manager  
Chancellor Hotel on Union Square

Stephen Brett  
Principal  
Brett & Company

Phil Ginsburg  
General Manager  
SF Recreation & Parks

David Lewin  
General Manager  
Grand Hyatt SF

Maxine A. Papadakis, MD  
150 Powell St HOA

James Sangiacomo  
Principal  
Trinity Properties

Advisory Committee Chairs

Mark Sullivan  
MARKETING COMMITTEE CHAIR  
General Manager  
Neiman Marcus

Russell D. Keil, Jr.  
AUDIT COMMITTEE CHAIR  
Principal  
The Keil Companies

Manuela Anne King  
STREETSCAPES & PUBLIC REALM COMMITTEE CHAIR  
President  
RHAA Landscape Architects

James Sangiacomo  
FINANCE COMMITTEE CHAIR  
Principal  
Trinity Properties

Erik Murray  
PUBLIC AFFAIRS COMMITTEE CHAIR  
Managing Partner  
Oak Investment Funds

Stephen Brett  
PUBLIC AFFAIRS COMMITTEE CHAIR  
Board of Directors  
The Club Donatello

Don R. Thomas  
SERVICES & PUBLIC SAFETY COMMITTEE CHAIR  
Board of Directors  
The Club Donatello

*Board Member no longer with the Alliance
Union Square Alliance Staff

Marisa Rodriguez
Executive Director

Maggie Minton*
Digital Marketing Associate

Melanie Medina
Executive Assistant

Kendall Toms
Member Services Representative

Rachel Lewis
Member Services Representative

Benjamin Horne
Deputy Director

Jessica Chilingarian
Digital Marketing Associate

Zarrina Yousufzai
Sr. Administrative Coordinator

Carlos Montano
Intern

Kelvin Burt*
Member Services Representative

Lance Gorée
Director of Services

Karen Gagarin
Services Manager

Antonio Chappell
Member Services Representative

Owen Bruce
Member Services Representative

Stacy Jed
Director of Marketing & Events

Eva Schouten
Public Realm Associate

Jasmine Montgomery-Allen*
Member Services Representative

Cortland Bell
Member Services Representative

*Staff Member no longer with the Alliance