

Policy and Voice Committee Meeting  
**June 11, 2025, 12:00 pm**  
48 Golden Gate Ave, San Francisco, CA  
Meeting Minutes

Minutes subject to change, and not official until approved by the committee

Present:

**Policy & Voice Committee**

- Kristin Villalobos, Chair, Policy & Voice Committee, Business Owner Seat
- Paula Hendricks, Resident Seat, 600 block of O'Farrell
- Diana Pang, Property Owner Seat, CCDC
- Mark Puchalski, Business Owner Seat, TNDC

TLCBD Staff:

- Justin Bautista, TLCBD Staff
- Esan Looper, TLCBD Staff
- Enrique Ovando, TLCBD Staff
- Cyntia Salazar, TLCBD Staff
- Bryant, TLCBD Intern
- Chey, TLCBD Intern

Guests:

- Lily Lee, CCDC

Absent:

- Nafy Flatley, Vice Chair, Business Owner Seat, Teranga

1. **Welcome**

The meeting came to order at 12:01 pm.

2. **Action: Approve minutes**

MOTION: Review and approve the draft minutes of the April Meeting of the Policy and Voice Committee

Moved by: M. Puchalski

Seconded by: P. Hendricks

Abstained: None

Passed: Yes – unanimously passed by committee members.

3. **Spotlight: TLCBD FY26 Budget**

E. Ovando gave a detailed description of the proposed budget for Fiscal Year 2026 and noted:

Recap on steps to take and timeline, including board discussion and approval of 5-year strategic plan + PV Budget

No Policy and Voice meeting in July

Reminder that TLCBD will form an LLC in relation to “Fee for Service” model

Asked: Should the TLCBD search for and take advantage of fee for service opportunities outside of the boundaries of the TL? What should the “guardrails” be?

E. Looper: Will follow up with Kate about exploring opportunities outside the Tenderloin to search for fees for service.

P. Hendricks: Voiced concerns that the for-profit side of CBD will take over the mission of the TLCBD as it becomes successful.

E. Ovando: Asked, “What’s the threshold?”

P. Hendricks: Cited OPEN AI as an example of a nonprofit whose for-profit arm is now successful.

D. Pang: Asked about nearby examples of multi-entity CBDs that run as for-profits or LLCs.

E. Ovando: St. Anthony's and Salvation Army can serve as good comparable models.

K. Villalobos: Shared that her workplace, SF Land Trust, is also forming an LLC and is in its Pilot Stage.

E. Looper: Will the fee-for-service work directly benefit San Francisco? (asked to K. Villalobos)

M. Puchalski: LLC should be a pipeline that funds the TLCBD – with the mission to “self fund.”

E. Ovando: Noted that the property at 200 Leavenworth will be under the LLC. And asked whether the LLC will have the ability to issue grants.

C. Salazar: Where will the LLC get its funding? If asking for federal money, which entity of the TLCBD will apply for it?

K. Villalobos: What benefit does having 200 Leavenworth NOT under the LLC have?

E. Ovando: There is no real benefit that I can see now.

E. Looper: What's the concern of adding the LLC? Shift of money? Shift of time?

M. Puchalski: Advised on the clear delineation of priorities of the LLC vs NonProfit, Bring the profit from the LLC into the nonProfit to do the good work – LLC should be self-sustaining.

P. Hendricks: It's important also to distinguish the marketing of LLC vs NonProfit to show the public that the entities are different.

E. Looper: The leadership structure of the LLC should be self-sustaining. The LLC should exist to serve the NonProfit – as should the leadership.

K. Villalobos: That should be the main/only function of whoever runs the LLC. It's a lot of work.

M. Puchalski: There is a new employee base and new everything – it takes a lot to run the LLC. The LLC runs the risk of lessening services of the NonProfit. Circular economy of LLC buying services from the NonProfit, etc.

E. Ovando: The TLCBD NonProfit MUST keep the services under the Tax Assessment – this is imperative. Percentages of the tax assessment must be spent on "X."

M. Puchalski: Then, hire the LLC from the NonProfit in order to fulfill the assessment contract.

E. Ovando: Can this system of circular economy also work for Policy and Voice?

C. Salazar: Policy and Voice side exploring ideas of fee for service, such as catering and event planning and execution. However, whose responsibility will this be?

K. Villalobos: Only offer 1 service at a time, and grow organically from there. Try a pilot phase first, define what success is, and use metrics to keep track of progress.

M. Puchalski: We can sit in a room with a big whiteboard and chart it out.

4. **Program/Department Updates:**

E. Looper gave an update on Sunday Streets flyer + June TLCBD PV 2025 flyer.

C. Salazar announced:

TL Beautification Day, particulars

Dodge Place activation moved to 6/19 – Juneteenth

“3rd Thursday” – Entertainment zone market 6/7 and 6/19

Morning Brews and Beats 6/19 - 6/21

5. **Next Meeting: Select Spotlight Topic & Draft Next Meeting Agenda**

Committee Members discussed possible spotlight topics:

Continued discussion of FY26 budget + LLC formation versus NonProfit

6. **Information Sharing: Comment, Announcements, Appreciations and Future Items**

K. Villalobos: Seeking non-profit or small business renter at 14th / Mission – 1100 sqft still available

Lunch catered from Montesacro – Stevenson/6th: please support!

The meeting was adjourned at 12:55 pm.

**Next Policy & Voice Committee Meeting**  
**August 13, 2025, 12:00 pm | 48 Golden Gate Ave**