

Board Retreat
January 24th, 2026, 9:50 am
988 Market Street, San Francisco, CA
Meeting Minutes
FINAL/APPROVED 3/25*

Present:

- Naomi Maisel, President, Business Owner Seat (La Cocina on Hyde)
- Marissa Aivazis, Resident Seat
- Malak Alameri, Resident Seat
- Rhiannon Bailard, Property Owner (UC Law, San Francisco)
- Paula Hendricks, Resident Seat
- Mark Puchalski, Property Owner Seat (TNDC)
- Patricia Tu, Business Owner Seat (Quoc Long Jewelry)

TLCBD Staff

- Barbara Lin, TLCBD Staff
- Paris McBride, TLCBD Staff
- Kate Robinson, TLCBD Staff
- Eric Rozell, TLCBD Staff
- Isis Sainz, TLCBD Staff
- Cyntia Salazar, TLCBD Staff
- Carla Solis, TLCBD Staff
- Frank Turbeville, TLCBD Staff

Absent:

- Nafy Flatley, At Large Seat, (Teranga)
- Brennan Foley, Treasurer/Chair–Finance, Admin & Fund Development Committee, Property Owner Seat (Hilton)
- Isabel Manchester, Vice President, Property Owner Seat (The Phoenix Hotel)
- Diana Pang, Secretary, Property Owner Seat (Chinatown Community Development Center)
- Kristen Villalobos, Chair–Policy & Voice Committee, Property Owner Seat (San Francisco Community Land Trust)

Guest:

- Douglas Burnham, Envelope AD

1. Public Comment

None

2. Welcome and Framing

The meeting came to order at 10:10 am.

K. Robinson presented the TLCBD four-pillar analysis, which includes Financial Impact, Operations & Logistics, Design & Flow, and People & Culture. Based on this analysis, TLCBD has decided to remain in its temporary office at 988 Market Street following the fire at 48 Golden Gate Avenue on December 12th.

R. Baillard asked whether CAST, the landlord of 988 Market Street, would offer a tenant improvement allowance.

K. Robinson stated that she would return to the Board with an update.

[Action: K. Robinson will follow up with the Board regarding the tenant improvement allowance.]

3. Grounding Session

K. Robinson presents the Tenderloin's new entity mission and statement.

N. Maisel states that we are centering the mission and vision to think creatively and use crucial language. The vision is the overarching structure and the goal. The mission is how we are going to get there.

4. Organizational Sessions

In session 1, D. Burnham presented the test fits and possible renders for the future building, including a visual walkthrough using space mockups.

C. Salazar noted that the current plan does not provide sufficient space and requested an option that includes an additional floor.

[Action: C. Salazar requested a test fit incorporating an additional floor.]

In session 2, K. Robinson presented on services and partnerships in the Tenderloin and facilitated an open discussion with Board members. The focus areas included community wealth, workforce and leadership development, and emergency preparedness. For each category, the group reviewed service gaps, aligned services, and potential targeted partnerships.

In session 3, B. Lin presented the proposed organizational structure. Key themes included establishing a “one-stop shop” and developing a co-op incubator.

The meeting was adjourned at 2:00 pm.

Next Board Meeting

March 25, 2026, 5:00 pm | 988 Market Street, San Francisco, CA