

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, August 13, 2020

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session at 2:05 p.m. on Thursday, August 13, 2020, President Horn presiding.

ROLL CALL

Present: President Horn, Vice President Shultz, Trustee Bechtle, Trustee Gatti, Trustee Levin, Trustee Lui, Trustee Moscone, Trustee Myatt, Trustee Pelosi and Trustee Wright

Absent: Trustee Wilsey

Staff Present: John Caldon, Managing Director, and Jennifer Norris, Assistant Managing Director

Trustee Appointment:

President Horn said he was pleased to introduce the newest member of the War Memorial Board of Trustees, Brenda Wright, who was appointed by Mayor Breed and sworn in on July 8, 2020. Trustee Wright replaces Belva Davis who retired in June. He reported that Trustee Wright has served as a Commissioner for the Asian Art Museum and the San Francisco Employees' Retirement System, and as a member of the Board of Directors for California Humanities, the Women's Foundation of California, and the Commonwealth Club.

President Horn stated that during Trustee Wright's distinguished, two-decade career with Wells Fargo as Senior Vice President of Corporate Philanthropy and Community Relations, she managed a team that oversaw more than \$100 million in annual giving. Her work with Wells Fargo also included managing government relationships, growth strategies, and outreach communications.

Trustee Wright brings a wealth of talent and experience to the War Memorial Board of Trustees and was warmly welcomed as a fellow trustee. President Horn asked Trustee Wright to make a few remarks to the board.

Trustee Wright thanked President Horn and the trustees for their warm welcome and all they do to keep the facilities in great shape. She stated that it was a pleasure and an honor to replace Belva Davis and that she is excited for this new venture.

APPROVAL OF MINUTES

President Horn called for approval of the minutes of the June 11, 2020 Budget and Finance Committee meeting of the Board. On motion of Trustee Moscone, seconded by Trustee Lui, the minutes were unanimously approved.

President Horn called for approval of the minutes of the June 11, 2020 regular meeting of the Board. On motion of Trustee Lui, seconded by Vice President Shultz, the minutes were unanimously approved.

Resident Company Update:

President Horn stated that our resident companies continue to be impacted by the COVID-19 closures, and while the venues are void of performances, it has been a pleasure to watch what the resident companies are creating in the virtual world. President Horn reported that he invited Kelly Tweeddale, Executive Director of the San Francisco Ballet, Matthew Shilvock, General Director of the San Francisco Opera, and Mark Hanson, Executive Director of the San Francisco Symphony, to update the War Memorial Board on the status of their respective

organizations. Mr. Hanson of the San Francisco Symphony could not attend this meeting due to a prior commitment.

Mr. Shilvock stated that pre-COVID, this week would have marked the beginning of rehearsal for the fall 2020 Season. He reported the Opera has finalized a revised Fiscal Year 2021 budget at \$44 million, a forty percent reduction from the \$72 million budget originally approved. This budget assumes a resumption of activity in spring 2021. The Opera has received approval to proceed with video capture of content created in the Atrium Theater, provided social distancing guidelines, including wearing masks and occupancy limits of a dozen people, are maintained. The Opera is working with a health team from UCSF led by Dr. George Rutherford to explore how to safely perform their art form.

Ms. Tweeddale said that in this environment, which has the most restrictions for dance companies, the Ballet is deeply grateful to Benjamin Millipied, who directed the Ballet's newly released film "Dance of Dreams," which is a love letter from San Francisco and the Ballet to the rest of the world. She noted that the Ballet also produced a beautiful video in their warehouse with dancer Yuan Yuan Tan celebrating her 25th Anniversary.

Ms. Tweeddale reported that today the dancers are back for socially distanced company class made possible because of an approved safety plan, which includes interval testing, and pods of six dancers working separately within a twelve-foot square while wearing masks. They are hopeful they will be able to rehearse in these pods of six. She stated that the Ballet was the first to close its doors and will probably be the last to return based on its business model. They have been relying heavily on stimulus funds and are looking at budgets to see what can be done in this environment.

Ms. Tweeddale reported that the Ballet School continues to offer approximately 80 classes per week online. The Ballet will also be launching a hybrid model of its professional training program, which she hopes will be a combination of in-person and online learning. In closing, she thanked the War Memorial Board for all it has done to help the Ballet through this time and stated her excitement about the continued progress of the seat replacement project in the Opera House.

MANAGING DIRECTOR'S REPORT

Rental Requests: Director Caldon stated that rental requests mailed to Trustees are routine and requested their approval. On motion of Vice President Shultz, seconded by Trustee Bechtle, the following resolution was unanimously adopted:

RESOLUTION NO. 20-28

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 rental requests are hereby approved.

Additional Rental Requests: Director Caldon stated that there is one additional rental request, which is a request from the Department of Public Health's Emergency Medical Services Agency. The request is to park up to 20 ambulances and paratransit vehicles in the horseshoe driveway and rear Veterans Building parking lot, as well as to use Veterans Building Room 210 as a dispatch office for those vehicles. These vehicles will be dispatched exclusively to transport patients who have tested positive for COVID-19. He reported that at no time will a COVID-positive patient be brought onsite to the War Memorial, and the vehicles will be thoroughly sanitized between patient transports.

Director Caldon stated that the use would start in late August and likely run through December 2020. At this time, precise dates and occupancy fees are still being discussed. Director Caldon said that he is also working with the American Legion War Memorial Commission on any aspects of the request related to use of their designated spaces. Staff feels that this is an important part of the City's COVID response efforts, and a way in which the War Memorial can continue to provide necessary support.

Because details are still being negotiated, at this time Director Caldon requested approval of the request in concept, with the schedule and associated fees to be finalized by staff.

On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 20-29

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 additional rental request to provide parking and support space for the Department of Public Health's Emergency Medical Services Agency, with final contractual details and charges to be finalized by staff, is hereby approved.

Rental Refunds: Director Caldon stated that there has been a high volume of rental fee refund requests from licensees. He requested approval of refunds totaling \$106,850, which represents all refund requests received since the June meeting of the Board. He noted that the refunds submitted as part of the request pertain to outside licensees whose events were canceled in the War Memorial Opera House, Herbst Theatre, The Green Room, and the Wilsey Center. Director Caldon requested approval of the rental refund requests as submitted.

On motion of Trustee Bechtle, seconded by Vice President Shultz, the following resolution was unanimously adopted:

RESOLUTION NO. 20-30

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 rental refund requests are hereby approved.

Budget Update: Director Caldon reported that the proposed revised budget approved by the War Memorial Board on June 11, 2020, has completed the Mayor's budget phase. The Mayor submitted her budget to the Board of Supervisors on August 1, 2020. During the Mayor's budget phase, significant cuts were made to the War Memorial's submitted budget, including:

- \$300,000 from the \$550,000 annual facilities maintenance budget, which represents a reduction of 55%.
- Elimination of the \$2.2 million capital investment for Davies Hall elevators 1 and 2.
- Elimination of the \$4.4 million capital investment for Opera House roof replacement.

He noted that the Board of Supervisors is not requiring the War Memorial to present its budget at their hearings this year. It remains to be seen what, if any, changes will be made to the budget by the Board of Supervisors. The final deadline for the Mayor to sign the budget is October 1.

Summary of COVID Support: Director Caldon stated that the War Memorial has supported the City's COVID-19 response efforts in several ways. He shared the following highlights of War Memorial efforts:

- Logistical support in the form of parking for the City's Homeless Outreach Team.
- Twenty-three War Memorial employees deployed as Disaster Service Workers, contributing approximately 5,000 hours to response efforts, with four of those employees deployed through the remainder of the calendar year.
- To date, the War Memorial has hosted 11 blood drives, at which the equivalent of 500 units of blood have been collected. This blood will benefit more than 1,400 patients.

SECRETARY'S REPORT

Revenue, Appropriations and Housekeeping Expenditures Reports for June and July 2020: Ms. Norris stated that Revenue, Appropriations and Housekeeping Expenditures reports for June and July 2020 have been distributed to Trustees, and she requested approval of the June and July 2020 Housekeeping Expenditures as submitted. On motion of President Gatti, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 20-31

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. PO432526 and PO435753 for June 2020 and PO439878 through PO449855 for July 2020 are hereby approved.

REGULAR ITEMS

Request from the San Francisco Ballet and the San Francisco Opera to expend facility fee funds on Opera House seating replacement:

President Horn stated that in advance of today's meeting, Trustees received a letter from the Ballet and Opera requesting approval to expend all facility fee funds they are currently treasuring to cover the costs of replacement seating in the War Memorial Opera House Orchestra, Grand Tier and Dress Circle levels. Expenses will include general management, implementation of final design, manufacture, construction, and installation.

He reported that the seat replacement project is being managed by the Shalleck Collaborative, with seating design and fabrication by DuCharme Seating. If this request is approved, the Ballet and Opera intend to move forward with contracting Bevilacqua and Sons as the project's general contractor.

President Horn stated that the estimated project budget is \$3.5 million. The Ballet and Opera are treasuring \$3.2 million. The shortfall of approximately \$300,000 is due to the disruption of facility fee collection because of canceled performances. The Ballet and Opera are in positive negotiations to secure an advance to cover this shortfall, which will be reimbursed from facility fee funds following the reopening of the War Memorial Opera House.

He noted that the seat replacement project has triggered required ADA path of travel upgrades to lobbies and restrooms. This work falls outside the scope of the seat replacement project and will be managed by the War Memorial with support from architects at the Department of Public Works and funded separately.

President Horn stated that here today to present this request are Kelly Tweeddale, Executive Director of the Ballet, and Matthew Shilvock, General Director of the Opera.

Mr. Shilvock said that after many years of preparation it is exciting to see the Opera House seat replacement happening. He noted the huge difference in comfort that the new seats will provide.

Ms. Tweeddale said that putting it all together logistically is sort of a puzzle, as the seat replacement must work around the Ballet's planned use of the stage area in December for video capture. She stated that everyone has the will to see the project completed.

President Horn said that the War Memorial will do everything it can to facilitate the Ballet's needs and completion of the seat project.

On motion of Trustee Bechtle, seconded by Trustee Pelosi, and after a unanimous roll call vote, the following resolution was adopted.

RESOLUTION NO. 20-32

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the request from the Ballet and the Opera to expend all currently treasured facility fee funds for replacement seating in the War Memorial Opera House, and to permit future facility fee funds to be used to reimburse the advance being acquired by the Ballet and Opera to cover the budget shortfall, is hereby approved.

Trustee Gatti voted in the affirmative for Resolution No. 20-32, but requested to enter into the record his disagreement with the intent to install cup holders on the backs of seats in the auditorium, as well as the policy that permits patrons to consume beverages in the auditorium.

Adoption of consent agenda for future meetings:

President Horn stated that City Boards and Commissions have been directed by the Mayor's Office to be efficient when meeting during the pandemic, and to prioritize matters of most importance to the continued operation of departments. To facilitate this Mayoral directive, he proposed adoption of a "consent agenda" for future meetings.

The "consent agenda" would group together as one agenda item the approval of Minutes, Rental Requests, Rental Refund Requests, and Secretary's Reports. When desired, any one of these items could be separated out from the "consent agenda" for further discussion by request of a Trustee at the beginning of each meeting. In advance of today's meeting, Trustees received a summary with additional details regarding how consent agendas function.

On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted by roll call vote:

RESOLUTION NO. 20-33

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the adoption of a consent agenda for future meetings is hereby approved.

GOOD AND WELFARE

Vice President Shultz stated that she would like to compliment the San Francisco Ballet, San Francisco Symphony and San Francisco Opera for their efforts toward making their art forms available to their patrons and the rest of the community during these terrible times. Vice President Shultz said she thinks their efforts are extraordinary and should be applauded.

Trustee Levin thanked and complimented Director John Caldon and Assistant Managing Director/Executive Secretary Jennifer Norris for the great and competent manner in which they have done their job during the past year, and his hope that there is some way to express to all War Memorial employees that the War Memorial Board appreciates them.

PUBLIC COMMENT

Public comment is an opportunity for members of the public to directly address the Trustees on items within the subject matter jurisdiction of the Board, but not on the agenda.

President Horn stated that during COVID-19 health emergency while Trustees are meeting remotely, members of the public may address the Board by emailing their public comment to WarMemorialBoard@sfgov.org or by leaving public comment as a voicemail at 415-554-6308 in advance of Board meetings. President Horn also invited the public to leave additional public comment until 12:00 p.m. on War Memorial Board meeting day.

Trustees encourage the public to provide their comments and feedback by email or voicemail.

It should be noted that no public comment was received either prior to the meeting or in the subsequent week.

ADJOURNMENT

There being no further business to come before the Board, President Horn adjourned the meeting at 3:05 p.m.



Jennifer E. Norris
Executive Secretary