

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, November 12, 2020

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, November 12, 2020, at 2:00 p.m., President Horn presiding.

ROLL CALL

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

Absent: Trustee Myatt (due to technical difficulties related to remote meeting access)

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

PRESIDENT'S REPORT

President Horn expressed his sorrow in advising the Board of the passing of Arlene Levin, the wife of Trustee Wallace Levin. Trustee Wallace and his wife were married 68 years. On behalf of the Board and War Memorial staff, President Horn extended sincere condolences to Trustee Levin and his family. President Horn said that yesterday was Veterans Day, and as has been the tradition of the War Memorial Board, this November meeting would be adjourned in honor of veterans, and this year also adjourned in memory of Arlene Levin.

President Horn stated that an article had been published in the November 2020 edition of the *Nob Hill Gazette* detailing the many ways in which the War Memorial has been supporting the City's COVID-19 response efforts. He thanked Trustee Wright for taking the leadership role in getting the word out about our work by facilitating the placement of the article with the *Nob Hill Gazette*. President Horn also thanked War Memorial staff for their efforts in responding to the pandemic.

Resident Company Update:

President Horn stated that War Memorial resident companies continue to be impacted by COVID-19 closures. He invited representatives of War Memorial resident companies to update the Board on the status of their organizations.

Mark Hanson, Chief Executive Officer of the San Francisco Symphony, reported that the Symphony has canceled the balance of their season through June 2021. The Symphony is moving toward becoming more of a "media company," turning the stage of Davies Symphony Hall and other spaces in both Davies Symphony Hall and Zellerbach Rehearsal Hall into recording studios. He reported that every week is filled with video capture activity utilizing a large number of Symphony musicians. Due to COVID safety requirements, musicians are being made to rehearse and perform in smaller units. Further, choristers, woodwind and brass musicians are being recorded individually and alone. Those recordings are then woven together to create cohesive performance recordings. Mr. Hanson announced that "Throughline," one such performance created in this manner, will be broadcast on Saturday, November 14, 2020, and he invited all Trustees to attend virtually.

Mr. Hanson reported that the one-on-one concerts have expanded to three days per week. The Symphony ended Fiscal Year 2019-20 with a small financial surplus due to the Payroll Protection Program federal loan, which Symphony staff expects to be forgiven in its entirety, as well as the Symphony's "shared sacrifice plan" which included furloughs, lay-offs and salary reductions for all staff. The Symphony Orchestra also agreed to reduced compensation for musicians to improve the company's financial outlook.

President Horn invited Debra Bernard, General Manager of the San Francisco Ballet, to provide an update. Ms. Bernard reported that the Ballet has now received approval from the San Francisco Department of Public Health for its professional company to rehearse. The Ballet is testing dancers three times per week, which has made it possible for larger pods of dancers to rehearse together. The Ballet will present an all-digital season this year. Ms. Bernard said that the San Francisco Ballet Orchestra has started recording at Skywalker Sound Studios to record the music for the digital season.

Ms. Bernard stated that the Ballet plans to video record the first two ballets of its season, one by Myles Thatcher and the other by Danielle Rowe, on the Opera House stage in December. With the support of War Memorial staff, the resident companies have been working to develop shared Health and Safety Protocols. Nutcracker will be released later this month as a video stream, including a virtual Opera House experience, packaged at a price of \$49 per family, with complimentary access being made available to public school children locally, as well as participants in the programs of the Boys and Girls Clubs.

MANAGING DIRECTOR'S REPORT

Approval of Consent Agenda: Director Caldon said that the minutes of the October 8, 2020 regular meeting of the Board contained in the Good and Welfare section an error in which President Horn is referred to as Vice President Horn. He requested approval of the consent agenda with that correction. Director Caldon stated that items submitted on the Consent Agenda included: minutes of the Veterans Committee of October 8, 2020, minutes of the regular meeting of the Board of October 8, 2020, Rental Requests and Rental Refund Requests for November 12, 2020, and Revenue, Appropriations and Housekeeping Expenditures Reports for October 31, 2020. Mr. Caldon requested their approval. On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 20-38

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the October 8, 2020 meeting of the Veterans Committee and the October 8, 2020 regular meeting of the Board, as amended; Rental Requests and Rental Refund Requests for November 12, 2020; and the October 31, 2020 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

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

- Disaster Service Workers: To date 24 War Memorial employees have been deployed, providing almost 6,700 hours of service; currently four War Memorial employees are deployed at the City's COVID Command Center through the remainder of the calendar year.
- Emergency Medical Services Agency: Continue to host the COVID-19 ambulance and Paratransit vehicle dispatch office on the second floor of the Veterans Building, and parking in the horseshoe driveway and adjacent parking lot.
- Logistical support in the form of parking for the City's Homeless Outreach Team.
- To date War Memorial has hosted 20 blood drives, collecting over 750 units of blood, benefiting 2,100 patients. Four more blood drives are scheduled through February 21, 2021.

REGULAR ITEMS

Approval of Pamela Rosenberg bas relief: President Horn stated that at the regular meeting on March 12, 2020, Trustees were presented a request from the San Francisco Opera for approval of the final design of a bas relief of former Opera General Director Pamela Rosenberg to be installed in the Opera House main lobby. At that meeting, Trustees noted the design appeared to depict Ms. Rosenberg with bare legs and requested an alteration to the design. Since that meeting, artist Bertrand Freiesleben has implemented multiple revisions to the design at the request of the Board.

Today, the San Francisco Opera is presenting what they hope to be the final revised design and requesting approval from the full Board. In advance of today's meeting, Trustees received photos of the design along with a letter from the Opera's General Director Matthew Shilvock requesting approval, as well as a letter from Pamela Rosenberg expressing her "delight" with the design of the bas relief. On motion of Trustee Lui, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 20-39

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the final design of the bas relief of Pamela Rosenberg, former General Director of the San Francisco Opera, to be installed in the War Memorial Opera House main lobby is hereby approved.

Update on Opera House seating project: Jennifer Norris, project lead for the Opera House seating project, provided an update. Ms. Norris stated that the project is progressing. The news of the Ballet planning for an all-virtual season has created more time to complete the project. Ms. Norris said that the first seating components, which were originally scheduled for delivery in late November 2020, will now be delivered in mid-January 2021, with the project anticipated to be complete by the end of March 2021.

Update on Racial Equity Action Plan: President Horn stated that in July 2019, the Office of Racial Equity was created by legislation as a Division of the San Francisco Human Rights Commission in response to the City's growing racial disparities, and as a means to address the history of structural and institutional racism in San Francisco's delivery of services to the public. With the establishment of the Office of Racial Equity, San Francisco joins a national movement to address the government's role in resolving inequity.

President Horn reported that the Office of Racial Equity has authority to enact a citywide Racial Equity Framework, to direct departments of the City and County of San Francisco to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions. In addition, the legislation requires that City departments designate employees as racial equity leaders acting as a liaison to the Office of Racial Equity and requires the Department of Human Resources to assess and prioritize racial equity within the City's workforce. The Office centers racial equity within the City's budget process and can make recommendations on funding of departments should certain racial equity metrics not be met.

War Memorial staff has formed a staff Racial Equity Committee, which is being co-facilitated by Sharon Walton, Communications and Events Manager, and Jennifer Norris, Assistant Managing Director. President Horn asked Jennifer Norris to update the Trustees on the staff committee's progress.

Ms. Norris stated that the staff Racial Equity Committee consists of ten War Memorial staff who have volunteered or were brought forward by their managers, and is comprised of a group representing a diversity of race, gender, sexuality, age, ability, length of service, level within job classifications, and departmental workgroup divisions.

Ms. Norris reported that the staff Racial Equity Committee has accomplished the following tasks:

- Convened six meetings of the Racial Equity Committee.

- Developed staff climate and demographic survey (distributing November 2020).
- Drafted a Racial Equity Hiring Policy.
- Drafted departmental Racial Equity Goals for interviewing, hiring, promotion, and retention to be included in the Framework.

Ms. Norris reported that the Framework includes a section focused on Boards and Commission. She stated that while Phase 1 of the Racial Equity Framework is due December 31, 2020, achieving racial equity is an ongoing process. In the coming years, the War Memorial's Racial Equity Plan will continue to evolve as strategies are enacted and assessed for effectiveness. Employee surveys will be conducted on an annual basis to collect new data. Committee members may be asked to continue participating or to assist in identifying other staff members to serve in future years. The Citywide process involves a Phase 2 targeted for 2021, which focuses on how departments interface with their clients, vendors, and the public.

President Horn named a Racial Equity Special Committee of the Board. The Special Committee will consist of three Trustees: Trustee Wright as Chair, and Trustee Lui and Trustee Wilsey as members. He asked that the Special Committee meet in the coming month. President Horn stated that if additional Trustees are interested in serving on the Special Committee, they should contact him directly.

GOOD AND WELFARE

President Horn announced that there will not be a social gathering of the Board for the annual President's holiday luncheon this year because of the ongoing pandemic. However, Board members should expect to receive a small token in appreciation of their service on December 9, 2020.

Trustee Levin thanked the Trustees and staff of the War Memorial and Performing Arts Center for sending the Levin family a beautiful array of flowers as condolences for the passing of his wife Arlene Levin.

Trustee Levin thanked the Board for authorizing the flying of the POW/MIA flag in remembrance of the 70,000 American soldiers missing in action, and for adjourning today's Board meeting in honor of Veterans Day and in memory of Arlene Levin.

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 in honor of Veterans Day and in memory of Arlene Levin at 2:50 p.m.



Jennifer E. Norris
Executive Secretary