

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**

**Thursday, January 14, 2021**

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, January 14, 2021, 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 Myatt, Trustee Pelosi, Trustee Wilsey and Trustee Wright

Absent: Trustee Moscone

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

**PRESIDENT'S REPORT**

President Horn began the meeting by extending congratulations to Jennifer Norris, who celebrated her silver anniversary with the War Memorial in December. Jennifer came to the War Memorial from the Opera, where she worked as a lighting designer. She started out as a booking manager and worked her way up to become Assistant Managing Director and Executive Secretary to the War Memorial Board of Trustees. Her most recent major accomplishment is working with staff to create the department's Racial Equity Action Plan, but her many contributions include managing the current Opera House Seating Project, assisting on the Veterans Building renovation project, and solving countless problems over the last quarter century. On behalf of the Board, President Horn congratulated and thanked Jennifer for her service and dedication to the War Memorial.

President Horn reported that San Francisco Ballet's Artistic Director and Principal Choreographer Helgi Tomasson has announced he will retire by the end of the Ballet's 2022 season, following almost four decades of creative leadership. He noted that Helgi was one of the most talented classical dancers of his generation, dancing with American Ballet Theater. In 1985, Mr. Tomasson became Artistic Director of the San Francisco Ballet, and under his direction, the company has become one of the best in the world. President Horn noted that Mr. Tomasson would be greatly missed and wished him a happy retirement.

President Horn also noted that the San Francisco Ballet's Opening Gala entitled "A Leap into the New Year" was scheduled to take place this evening. On behalf of the Board, he extended to the Ballet best wishes.

**MANAGING DIRECTOR'S REPORT**

Director Caldon joined President Horn in congratulating Jennifer Norris.

**Approval of Consent Agenda:** Director Caldon stated that items submitted on the Consent Agenda included: minutes of the December 7, 2020 meeting of the Special Committee on Racial Equity, the regular meeting of the Board of December 10, 2020, and Rental Requests and Rental Refund Requests for January 14, 2021. Mr. Caldon requested their approval. On motion of Trustee Bechtle, seconded by Trustee Gatti, the following resolution was unanimously adopted:

RESOLUTION NO. 21-01

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the December 7, 2020 meeting of the Special Committee on Racial Equity, and the regular meeting of the Board of December 10, 2020, and Rental Requests and Rental Refund Requests for January 14, 2021, are hereby approved.

**War Memorial Departmental Budget for Fiscal Years 2021-22 and 2022-23:** Director Caldon provided a brief update on the War Memorial Departmental Budget process for Fiscal Years 2021-22 and 2022-23. He reported that the Budget and Finance Committee will meet earlier than usual this year to ensure we comply with a new City ordinance that requires City departments with boards or commissions to hold a public meeting regarding the budget no fewer than 15 days prior to the date on which the board will vote to approve the budget.

To accommodate this timeline requirement, there will be a Budget and Finance Committee meeting held on February 3, 2021, followed by another meeting of the Committee no fewer than 15 days later, on February 18, 2021, prior to a special meeting of the full board that same day. The budget is due to the Mayor's Office on February 22, 2021.

Director Caldon reported that the department is still without a Chief Financial Officer. The Mayor's Budget Office only recently granted approval to post and hire for the position. Director Caldon thanked the War Memorial's new accountant, Dave Salem, for his help in creating the budget in the absence of a finance officer.

**Secretary's Report:** Assistant Managing Director/Secretary Jennifer Norris requested approval of the Revenue, Appropriations and Housekeeping Expenditures Reports for December 31, 2020. On motion of Vice President Shultz, seconded by Trustee Wilsey, the following resolution was unanimously adopted:

RESOLUTION NO. 21-02

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the December 31, 2020 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

**Opera House Seating Update:** Ms. Norris reported that the Opera House Seat Replacement Project is proceeding with contractors working on a schedule that accommodates the San Francisco Ballet's video capture activities. Floor preparation is underway and new seat components are scheduled to arrive in mid-February. Seat installation is projected to last six weeks and conclude at the end of March. The ADA path of travel and restroom improvements are part of a separate project expected to begin at the end of March.

**Meeting Schedule Reminder:** Ms. Norris noted that Trustees were sent a list of meeting dates for 2021 and noted that all regular meetings would be held on the second Thursday of the month at 2:00 p.m. with exception of the February and November meetings. In February, the Board will meet in a special meeting on Thursday, February 18, to accommodate legally required public budget meetings. The November meeting will be held on Wednesday, November 10, to accommodate Veterans Day, which falls on the second Thursday in 2021.

COMMITTEE REPORT

**Special Committee on Racial Equity:** Trustee Wright, Chair of the Special Committee on Racial Equity, reported that its inaugural meeting was held on December 7, 2020, at which the Committee heard a presentation from staff on its Racial Equity Action Plan and discussed ideas for Trustees' racial equity work.

Chair Wright stated the Office of Racial Equity was created by legislation in July 2019 and has since enacted a citywide Racial Equity Framework. The Framework directs departments to develop and implement Racial Equity Action Plans. All City departments were required to submit their Plans to the Office of Racial Equity by December 31, 2020. Early reviews of the War Memorial draft Action Plan have been overwhelmingly positive.

Chair Wright further reported that the Racial Equity Action Plan development is a multi-phase process. This first phase is an internal review of the conditions, policies and procedures that affect War Memorial employees. Phase II will be conducted some time in 2022-23 and will have an external focus on War Memorial policies and procedures that impact the public.

Chair Wright noted that at the December meeting, the staff Racial Equity Team, which is co-facilitated by Jennifer Norris and Sharon Walton, War Memorial's Communications and Events Manager, presented an overview of War Memorial staff's Racial Equity Action Plan.

Chair Wright stated that Section 7 of the Racial Equity Framework focuses on Boards and Commissions and requires that the department:

- Ensure diverse and equitable Board membership that matches the community being served;
- Safeguard members so they feel welcomed and valued, not tokenized; and
- Establish departmental goals, such as raising awareness of the importance of Racial Equity in the arts.

At the meeting, several ideas were shared as possible next steps for the Committee including:

- Inviting stakeholders to present Racial Equity Reports at Trustee meetings;
- Surveying Trustees to gauge interest, knowledge, and priorities around Racial Equity;
- Having Trustees participate in Racial Equity trainings;
- Developing a Board Racial Equity Statement; and
- Developing a Board Racial Equity Assessment Tool to be applied to policies prior to their adoption.

As a first step, the Committee is suggesting adding Racial Equity Reports from stakeholders to the monthly agendas for regular meetings in 2021. Staff, working with President Horn and Chair Wright, will identify and invite specific licensees to make presentations to Trustees about their programs that focus on Racial Equity. The Board will hear the first of these Racial Equity reports at the February meeting.

Trustee Wright thanked committee members Trustees Levin, Lui and Wilsey, and ad Hoc members President Horn and Vice President Shultz, for their participation. Chair Wright said she thinks the Trustees will look forward to hearing the upcoming Racial Equity reports from War Memorial licensees and stakeholders.

Trustee Levin stated that he thinks having this Racial Equity committee at this time has never been more important than it is today. He further stated that staff has done a fantastic job in creating a plan and should be commended.

### **GOOD AND WELFARE**

Trustee Levin said that January is the fifth year since the passing of War Memorial Trustee Wilkes Bashford, who served as president of the War Memorial Board of Trustees, and the third year since the passing of Mayor Ed Lee. Trustee Levin stated these were good people who should be remembered.

### **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](mailto: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.

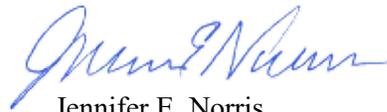
Trustees encourage the public to provide their comments and feedback by email or voicemail.

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

Paul Cox of American Legion War Memorial Commission said he wanted to congratulate the War Memorial Board of Trustees for taking care of business this past year during the COVID crisis. Mr. Cox said that John Caldon, Jennifer Norris, and the War Memorial staff have been wonderful in taking care of the Veterans Building and he wanted to express his gratitude for all of their work.

### **ADJOURNMENT**

There being no further business to come before the Board, President Horn adjourned the meeting at 2:30 p.m.



Jennifer E. Norris  
Executive Secretary