

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, April 8, 2021

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, April 8, 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 Moscone, Trustee Myatt, Trustee Pelosi, Trustee Wilsey and Trustee Wright

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

PRESIDENT'S REPORT

President Horn stated that March 2021 marked a full year of closure for the War Memorial and a full year of shelter-in-place for the City. He reported that while War Memorial staff has made good use of this time to execute major capital improvement projects, both Trustees and staff are eager to return to fulfilling the department's mission of hosting performances and events. President Horn noted that on Wednesday Governor Newsom announced new reopening guidelines that will allow for live indoor performances with restrictions and a goal of being back to "business as usual" by June 15, 2021.

President Horn stated it was important to remember that local governments have been permitted to reopen at a slower pace than permitted by the State. He read a portion of Mayor Breed's comments regarding reopening, which state that San Francisco is on track to issue guidelines that allow live indoor events to resume with capacity limits and other safety protocols beginning April 15, 2021. The Mayor's guidelines will allow up to the maximum capacity of 35 percent for indoor ticketed and seated events and performances with an approved health and safety plan. The Mayor's guidelines further allow for venues operating at 15 percent capacity or less, and with no more than 200 attendees, an approved health and safety plan and proof of vaccination or a Covid-19 negative test will not be required. President Horn reported that the Mayor's remarks also state that San Francisco officials will continue to monitor health indicators and will pause or rollback activities if data suggests that Covid-19 infections are significantly increasing.

President Horn invited the leadership of War Memorial resident companies to provide the Board a briefing on where they are with regards to reopening.

Kelly Tweeddale, Executive Director of the San Francisco Ballet, stated that the Ballet's unions and audiences are seeking clear safety protocols for reopening and that the Ballet is investigating technologies that can store information regarding people's vaccination status. Ms. Tweeddale reported that most performers will be fully vaccinated by the end of the performance season and that the Ballet is focused on planning a successful *Nutcracker* and determining what "normal" will look like for the Ballet.

Mark Hanson, Chief Executive Officer of the San Francisco Symphony, reported that though the Symphony had been targeting late September for a return to indoor performances, with the Mayor's announcement earlier today, the Symphony is now considering June. He noted that the Symphony continues to assume its audiences will be more comfortable attending performances outdoors. Mr. Hanson noted the Symphony is continuing to prioritize outdoor performance opportunities but is excited at the thought of performing indoors at Davies Symphony Hall. He reported the Symphony is submitting a new Health and Safety Plan that will allow for up to 35 percent capacity, if approved.

Trustee Wilsey asked if the Ballet would generate a profit with only 35 percent capacity in the War Memorial Opera House. Kelly Tweeddale, Executive Director of the San Francisco Ballet, responded that they would not, but that there is a psychological benefit to having people in the venue feeling safe and sharing that with their neighbors.

Trustee Wilsey asked if the San Francisco Symphony is planning to have an Opening Night Gala in September in Davies Symphony Hall. Mark Hanson, Chief Executive Officer of the San Francisco Symphony, responded that the Symphony's Opening Gala is scheduled for late September. He reported that the precise nature of the Gala is still to be determined.

Trustee Gatti asked Mr. Hanson when he foresees having staff return to work at Davies Symphony Hall. Mr. Hanson responded that with exception of staff who are directly involved in producing digital content, Symphony staff will continue to work from home through June 1. He noted that if the Symphony starts performing in Davies Symphony Hall before June 1 there will be a need to bring additional staff back earlier.

President Horn stated that Matthew Shilvock, General Director of the San Francisco Opera, was not able to attend the Board meeting due to his involvement in the Opera's drive-in "Barber of Seville" currently in production at the Marin County Civic Center. President Horn read a brief report from Mr. Shilvock, which stated that the Opera is preparing to meet with the Department of Public Health to develop performance protocols and that its consulting doctor sees a pathway for the return of a full orchestra and chorus for indoor performances.

President Horn introduced Ralph Remington, Director of Cultural Affairs for the San Francisco Arts Commission. Director Remington stated that he is honored to have been appointed Director of Cultural Affairs for the San Francisco Arts Commission. He thanked the War Memorial Board of Trustees for inviting him to speak and he thanked Director Caldon for providing him a tour of the War Memorial and Performing Arts Center complex.

Director Remington stated that he started this position in January 2021 and that he was previously Deputy Director for Arts and Culture for Tempe Arizona. He noted that his prior experience includes: attending Howard University, founding the Pillsbury House Theatre, serving as a member of the City Council Minneapolis, Minnesota, and as Director of Theatre for the National Endowment for the Arts.

Director Remington stated he had a great interest in supporting more equitable funding of the arts through the San Francisco Arts Commission, noting his belief that if we are not centering marginalized and disenfranchised communities, we are not effectively centering America.

President Horn asked Director Remington if he was familiar with Proposition E, which voters enacted to fund arts in San Francisco. President Horn further inquired as to how Director Remington sees his role in protecting arts funding as part of the City budget process, particularly as it relates to small neighborhood arts organizations in marginalized communities.

Director Remington responded that Proposition E is the law and that he hopes the will of the voters will be followed. He further stated that he will continue to advocate for greater funding of arts and culture.

MANAGING DIRECTOR'S REPORT

Approval of Consent Agenda: Director Caldon stated that items submitted on the Consent Agenda included: minutes of the March 11, 2021 meeting of the Board, and Rental Requests and Rental Refund Requests for April 8, 2021. Mr. Caldon requested their approval. On motion of Trustee Pelosi, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 21-08

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the Minutes of the March 11, 2021 regular meeting of the Board, and Rental Requests and Rental Refund Requests for April 8, 2021, are hereby approved.

Director Caldon directed Trustees' attention to the revenue report. He noted that the War Memorial has exceeded its budgeted earned revenue for the year, having budgeted \$753,000 and earned \$816,000.

Director Caldon reported that the War Memorial has deployed as-needed stagehands as Disaster Service Workers to assist with classroom preparation in support of a return to in-person learning.

Director Caldon reported on the Immersive Lobby Display project being executed at Davies Symphony Hall, which was approved by Trustees and is being funded by Hall Improvement Fees. He provided a presentation with specific updates regarding the project and stated it has been a good partnership with the Symphony. Director Caldon thanked Jim Jacobs, War Memorial's Head Electrician for Davies Symphony Hall, for his work on the project.

SECRETARY'S REPORT

Revenue, Appropriations, and Housekeeping Expenditures: Assistant Managing Director Jennifer Norris requested approval of the Revenue, Appropriations and Housekeeping Expenditures Reports for March 31, 2021. On motion of Vice President Shultz, seconded by Trustee Lui, the following resolution was unanimously adopted:

RESOLUTION NO. 21-09

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the March 31, 2021 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

Opera House Seating Update: Ms. Norris gave an update on the Opera House Seat Replacement Project including photos of the work that has been completed. She reported that seat components have been installed in Dress Circle and Grand Tier with exception of aisle seats. She further reported that floor preparation is complete, including red carpet stripes along the aisles on the Orchestra Level. Workers continue to install seats, sightlines are greatly improved along the Center aisle, and the newly installed seats are comfortable and provide additional leg room. Ms. Norris stated that the project will pause in the coming weeks as the seat manufacturer finishes the design of the custom end-standard, which must be perfect to meet War Memorial standards and last another 80 years.

REGULAR ITEMS

Racial Equity Report: President Horn stated that to continue the Board's current practice, which is based on the recommendation of the Special Committee on Racial Equity, Trustees will continue to receive regular informational reports from licensees about their racial equity work. Today the Board will hear a report from the San Francisco Ballet.

President Horn stated that in advance of today's meeting, Trustees received a report entitled San Francisco Ballet Racial Equity Report 2021 "Inclusion, Diversity, Equity, and Access at the San Francisco Ballet." President Horn introduced Toni Wilson, Interim Human Resource and Diversity Executive for the San Francisco Ballet, to present the report.

Prior to Ms. Wilson commencing with her report, Kelly Tweeddale, Executive Director of the San Francisco Ballet, introduced Bob Shaw, Co-Chair of the Ballet's Board of Directors and Chair of the Ballet's Inclusion, Diversity, Equity, and Access (IDEA) Committee of the Board. Mr. Shaw stated he is excited about the progress that has been made at the San Francisco Ballet. He reported that the Ballet has made tremendous progress with Diversity, Equity and Inclusion initiatives, which began in 2017 and accelerated in 2019.

Ms. Wilson reported that for 87 years the San Francisco Ballet has received and benefited from many contributions of people of color and that it is determined to rethink and invest in policies, practices, and performances that make everyone in its community feel included, supported, and valued. She further reported that the Ballet has launched a multi-year Inclusion, Diversity, Equity, and Access (IDEA) initiative to drive profound change in every aspect of its culture.

Ms. Wilson noted the Ballet created a roadmap it uses as a compass for its senior leadership team, various employee resource groups and the IDEA Committee of the Board. The roadmap utilizes the following questions:

- What should we be doing so we are looking at what is happening?
- What do we want to have happen?
- What could we do? What will we do?

Ms. Wilson reviewed the Ballet's journey to date including a timeline. She provided an overview of the Ballet's journey, current IDEA Framework, priorities, and areas of focus, understanding of gaps and opportunities, lessons learned and next steps.

Ms. Wilson stated that the Ballet's mission is to share the joy of dance with the widest possible audience and that it is learning about the importance of having diversity on the Board, inclusive performances, a diverse audience, diverse students, a diverse company and a diverse staff.

Ms. Tweeddale stated that ballet is unusual in that it is an aesthetic set hundreds of years ago in a white European protocol and that almost every framework in the early days of ballet was based on that framework. She further stated that the difficult work the Ballet must do is to take that framework apart without dismantling the incredible beauty of dance and the technique that is ballet.

GOOD AND WELFARE

Trustee Levin reported that Mayor Edwin M. Lee had a concept to build facilities to end homelessness for veterans in San Francisco. He further reported that the Edwin M. Lee Apartments were completed in February 2021 and were a joint development of Swords to Plowshares and the Chinatown Community Development Center. Trustee Levin reported that this first of its kind development in San Francisco is a tribute to Ed Lee's commitment to ending veterans' homelessness and a reflection of the great work of Swords to Plowshares, a major tenant in the Veterans Building.

Trustee Myatt announced that the banners celebrating World War II, for which preparation was interrupted by Covid-19, are almost complete and will soon be submitted to War Memorial staff for approval. The planning group hopes to have them installed for the reopening of the Veterans Building.

Trustee Myatt announced that Fleet Week 2021 will take place October 3 through October 11. He stated that the Blue Angeles and ships will be back and that he hopes the City will be open.

PUBLIC COMMENT

President Horn opened public comment by noting that public comment is an opportunity for 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 3:25 p.m.



Jennifer E. Norris
Executive Secretary