

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING
Thursday, December 12, 2024

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, December 12, 2024, at 2:04 p.m., in the Trustees' Board Room, War Memorial Opera House, President Horn presiding.

ROLL CALL

Present: President Horn, Vice President Wilsey, Trustee Fisher, Trustee Gatti, Trustee Kopp, Trustee Muduroglu, Trustee Newstat, Trustee Pelosi, Trustee Rocco, and Trustee Wright

Absent: Trustee Lui

Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant Managing Director; and Francesca Cicero, Board Secretary

Board Secretary Cicero made an opening announcement related to remote public comment. She stated that remote public comment, except as necessary for disability accommodations, has been discontinued. She noted that members of the public are invited to observe the meeting in-person or online, but only members of the public attending the meeting in-person will have an opportunity to provide public comment. She stated that no one online will be permitted to unmute themselves or present at the Board Meeting.

Requests for accommodation for remote public comment should be made at least 48 hours prior to the meeting, by email or voicemail (WarMemorialBoard@sfgov.org or 415-554-6377).

PRESIDENT'S REPORT

President Horn congratulated the San Francisco Ballet on the opening of *The Nutcracker*, which runs from December 6 through December 29, 2024. He also reported that the San Francisco Symphony musicians have agreed to extend their current contract to January 18, 2025. He stated that the San Francisco Symphony chorus has also reached a two-year agreement thanks to an anonymous donor. President Horn also congratulated Trustee Pelosi and Congresswoman Pelosi on the award given to them by the San Francisco Opera Guild. He also reported that Vice President Wilsey was named a "San Francisco Icon" by the Examiner.

MANAGING DIRECTOR'S REPORT

Managing Director Kate Sofis reported that the Mayor's Budget Office has directed all departments to enact a 15% permanent cut in expenses covered by the General Fund. She noted that the War Memorial Department is funded by both the General Fund and earned income revenue, with 75-78% coming from the General Fund support. She explained that 15 percent is approximately \$1 million dollars. She stated that staff is looking at ways to increase revenue in the buildings, as well as economize on items without cutting into the needs that keep the buildings running such as engineering, security, and bookings.

ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Rob Levin stated that the figures in the revenue report appear to show that the revenue numbers are down this year from this time last year. He explained, however, this is due to a number of checks not having cleared during the time for finalizing the reporting at the end of the month, for venues such as the Wilsey Center and the Opera House. Trustee Wright commented that she sees great potential for the Thomas E. Horn lounge under the Herbst Theatre and Trustee Kopp agreed.

BOARD SECRETARY REPORT

APPROVAL OF MINUTES

On motion of Trustee Newstat, seconded by Trustee Fisher, the following resolution was unanimously adopted:

RESOLUTION NO. 24-23

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of the November 14, 2024, Regular meeting of the Board are hereby approved.

Board Secretary Cicero noted the calendar of meetings for 2025 has been established and reminded the Board of their training requirements due by the end of the calendar year.

REGULAR ITEMS

Election of President & Vice President: President Horn opened the floor to nominations for the office of President of the War Memorial Board of Trustees for calendar year 2025.

Trustee Wright nominated Diane B. Wilsey for the office of President. Trustee Kopp seconded the nomination.

There being no further nominations, President Horn closed the nominations for President.

After discussion, the following resolution was unanimously adopted:

RESOLUTION NO. 24-24

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that nominations for the office of President of the Board of Trustees for 2025 are hereby closed; and further,

RESOLVED, That the Board unanimously elects Diane B. Wilsey as President for calendar year 2025.

Trustee Muduroglu then nominated Thomas E. Horn for the office of Vice President. Trustee Gatti seconded the nomination.

There being no further nominations, President Horn closed the nominations for Vice President.

After discussion, the following resolution was unanimously adopted:

RESOLUTION NO. 24-25

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that nominations for the office of Vice President of the Board of Trustees for 2025 are hereby closed; and further,

RESOLVED, That the Board unanimously elects Thomas E. Horn as Vice President for calendar year 2025.

MISCELLANEOUS CORRESPONDENCE

None.

GOOD AND WELFARE

Trustee Fisher thanked the Board and Director Sofis, Director Levin and Secretary Ciero for the opportunity to serve and learn so much during her time as a Trustee. She praised President Horn and Vice President Wilsey for their leadership in difficult times, as the new year will bring these upcoming budget cuts. Trustee Muduroglu and Trustee Newstat also thanked Trustee Fisher for her service. There being no further good and welfare, President Horn closed good and welfare.

PUBLIC COMMENT

There being no public comment, President Horn closed public comment.

ADJOURNMENT

There being no further business, President Horn adjourned the meeting at 2:28 p.m.

Francesca Cicero
Board Secretary

DRAFT

San Francisco War Memorial
FY 2024-25 Revenue Report - December 31, 2024

Account		DECEMBER REVENUE	YEAR TO DATE	FY2024-25 Budget	Percent of Budget	LAST YEAR TO DATE
FACILITY RENTAL						
435511	Opera House	\$ 120,911.31	\$ 364,847.56	\$ 619,718.00	59%	\$ 315,265.00
435512	Green Room	18,445.00	\$ 97,567.25	164,254.00	59%	105,460.00
435521	Herbst Theatre	29,057.26	\$ 122,221.51	227,580.00	54%	131,500.00
435531	Davies Symphony Hall	46,376.00	\$ 290,732.54	721,507.00	40%	443,095.00
435542	Wilsey Center	48,199.25	\$ 78,102.25	180,047.00	43%	94,682.50
462891	Zellerbach Rehearsal Hall	3,829.25	\$ 109,695.25	258,171.00	42%	120,280.00
	Sub Total	\$ 266,818.07	\$ 1,063,166.36	\$ 2,171,277.00	49%	\$ 1,210,282.50
OFFICE RENTAL						
435517	San Francisco Ballet (OH)	\$ 2,491.47	\$ 17,440.29	\$ 35,174.00	50%	\$ 16,627.56
435519	San Francisco Opera (OH)	14,368.96	\$ 100,582.72	202,856.00	50%	111,878.13
435539	San Francisco Symphony (DSH)	14,473.80	\$ 86,842.80	202,554.00	43%	96,595.20
435540	Veterans Bldg. Office Rent (SFO)	36,216.52	\$ 253,515.64	435,295.00	58%	281,394.54
462861	Veterans Building Occupancy Fees	9,403.56	\$ 58,067.19	116,144.00	50%	64,452.78
	Sub Total	\$ 76,954.31	\$ 516,448.64	\$ 992,023.00	52%	\$ 570,948.21
FOOD/BEVERAGE CONCESSIONS						
435611	Opera House & Herbst Theatre	\$ 53,203.48	\$ 131,578.82	\$ 443,224.00	30%	\$72,014.06
435631	Davies Symphony Hall	22,504.94	\$ 97,515.15	270,776.00	36%	70,033.61
	Sub Total	\$ 75,708.42	\$ 229,093.97	\$ 714,000.00	32%	\$ 142,047.67
PROGRAM CONCESSIONS						
435612	Opera House & Herbst Theatre	\$ 855.99	\$ 1,302.23	\$ 6,636.00	20%	\$ 1,765.78
435632	Davies Symphony Hall	-	\$ 7,268.36	5,098.00	143%	1,041.00
	Sub Total	\$ 855.99	\$ 8,570.59	\$ 11,734.00	73%	\$ 2,806.78
MISCELLANEOUS REVENUE						
435232	Parking Fees	\$ 1,779.05	\$ 25,887.60	\$ 55,000.00	47%	\$ 19,865.00
462899	Miscellaneous Revenue	19,005.15	\$ 75,323.81	175,567.00	43%	120,191.59
	Sub Total	\$ 20,784.20	\$ 101,211.41	\$ 230,567.00	44%	\$ 140,056.59
	GROSS REVENUE	\$ 441,120.99	\$ 1,918,490.97	\$ 4,119,601.00	47%	\$ 2,066,141.75
	Additional 15% Reserve Fund Revenue	\$ 77,844.88	\$ 337,135.81			\$ (309,921.26)
530110	Payment to War Memorial Commission	(4,450.00)	(26,700.00)			(26,700.00)
	NET REVENUE	\$ 514,515.87	\$ 2,228,926.78			\$ 1,729,520.48
OTHER FUNDS						
435614	Concessions Equipment Replacement	\$ 4,143.87	\$ 17,577.49	\$ -		\$ 9,100.74

San Francisco War Memorial				
Operating Account - 14670				
FY 2024 - 2025 Appropriations Report - December 31, 2024				
ACCOUNT	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Salaries & Benefits	Permanent Salaries	\$ 7,361,976	\$ 3,126,614	\$ 4,235,362
	Temporary Salaries	\$ 383,427	\$ 391,702	\$ (8,275)
	Premium Pay	\$ 153,945	\$ 64,913	\$ 89,032
	One-Time Salaries Payments		\$ 64,566	\$ (64,566)
	Overtime	\$ 254,732	\$ 196,880	\$ 57,852
	Holiday	\$ 102,799	\$ 47,394	\$ 55,405
	Mandatory Fringe Benefits	\$ 3,562,352	\$ 1,594,924	\$ 1,967,428
	Sub Total	\$ 11,819,231	\$ 5,486,993	\$ 6,332,238
Non Personnel Services	Fees_Other	\$ -	\$ 400	\$ (400)
	Training	\$ -	\$ 5,137	\$ (5,137)
	Employee_Expenses	\$ 3,000	\$ -	\$ 3,000
	Membership_Fees	\$ -	\$ 3,625	\$ (3,625)
	Profesional_Special_Services	\$ 27,057	\$ 90,451	\$ (63,394)
	Maintenance_Services_Build_Struct	\$ 760,919	\$ 791,334	\$ (30,415)
	Maintenance_Services_Equipment	\$ 50,858	\$ 18,103	\$ 32,754
	Rent/Lease-Building/Structure	\$ -	\$ 26,700	\$ (26,700)
	Rent_Lease_Equipment	\$ 6,687	\$ 14,293	\$ (7,605)
	Other Current Expenses	\$ 3,467	\$ 34,188	\$ (30,720)
	Taxes_Licenses_Permits	\$ 189,732	\$ 3,777	\$ 185,955
	Utilities_Telephone	\$ -	\$ -	\$ -
	Sub Total	\$ 1,041,721	\$ 988,008	\$ 53,712
	Materials & Supplies	\$ 224,510	\$ 188,421	\$ 36,089
Services of other Departments	Human Resources Modernization	\$ 3,770	\$ 943	\$ 2,828
	Diversity Equity Inclusion	\$ 1,302	\$ 326	\$ 977
	GF-PUC-Light Heat & Power	\$ 2,475,534	\$ 464,777	\$ 2,010,757
	PUC Sewer Service Charges	\$ 102,225	\$ 48,886	\$ 53,339
	Ef-PUC-Water Charges	\$ 78,769	\$ 39,232	\$ 39,537
	DT Technology Infrastructure	\$ 174,496	\$ 87,248	\$ 87,248
	GF-City Attorney-Legal Service	\$ 128,618	\$ -	\$ 128,618
	DT Enterprise Tech Contracts	\$ 26,918	\$ 26,726	\$ 193
	DT Telecommunications Services	\$ 32,267	\$ 8,325	\$ 23,942
	GF-GSA-Facilities Mgmt Svcs	\$ 4,638,219	\$ 1,047,803	\$ 3,590,416
	GF-HR-Equal Emplymnt Opportuni	\$ 18,876	\$ 4,719	\$ 14,157
	GF-HR-Mgmt Training	\$ 21,064	\$ 2,950	\$ 18,114
	GF-HR-Workers' Comp Claims	\$ 126,407	\$ 45,208	\$ 81,199
	GF-HR-Employmnt Services	\$ 19,527	\$ 4,882	\$ 14,645
	GF-Chs-Medical Service	\$ 6,937	\$ -	\$ 6,937
	GF-Chs-Toxic Waste&Haz Mat Svc	\$ 8,181	\$ -	\$ 8,181
	Is-Purch-Reproduction	\$ 8,500	\$ -	\$ 8,500
	GF-Rec & Park-Gardener	\$ 198,668	\$ 55,132	\$ 143,536
	Sub Total	\$ 8,070,279	\$ 1,837,155	\$ 6,233,123
	TOTAL OPERATING	\$ 21,155,740	\$ 8,500,578	\$ 12,655,162
14680	Annual Capital Improvement Project	\$ 730,977	\$ 451,768	\$ 279,209
	GRAND TOTAL	\$ 21,886,717	\$ 8,952,346	\$ 12,934,371
10000	Debt Service	\$ 9,107,330	\$ 2,274,102	\$ 6,833,228
14720	War Memorial Reserve	\$ 1,650,507	\$ 783,316	\$ 867,191
14700	Concessions Equip. Repl. Fund	\$ 160,575	\$ 104,340	\$ 56,235

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER
BOOKING SUMMARY FOR JANUARY 2025

DAVIES SYMPHONY HALL

Golden Gate University 2025 School of Law Graduation	April 27, 2025	\$4,200.00
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GREEN ROOM

Jack Morton Reception	January 14, 2025	\$2,450.00
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Office of Labor Standards & Enforcement Workshop	February 6, 2025	\$1,705.00
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Brothers for Change Fundraiser	February 14, 2025	\$1,385.00
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Minds Matter Reception	March 21, 2025	\$1,225.00
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Thomas Edison Charter Academy Fundraiser	May 2, 2025	\$1,385.00
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SFPUC Contractors Breakfast	May 16, 2025	\$1,225.00
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Civic Symphony Fundraiser	May 17, 2025	\$1,225.00
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Bianca Dirige Wedding	August 9, 2025	\$3,800.00
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American India Foundation Gala	August 16, 2025	\$1,865.00
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UCSF System Biology Meeting	September 18-19, 2025	\$4,690.00
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WILSEY CENTER

SF Opera Guild 14 Educational Programming Dates	January 6 – April 24, 2025	\$3710.00
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Merola Opera Program Board Retreat	January 25, 2025	\$780.00
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San Francisco Opera Board Retreat	March 20 – 21, 2025	\$530.00
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ESA-PEKKA SALONEN
Music Director

MICHAEL TILSON THOMAS
Music Director Laureate

HERBERT BLOMSTEDT
Conductor Laureate

PRISCILLA B. GEESLIN
Chair

MATTHEW SPIVEY
Chief Executive Officer

November 8, 2024

Kate Sofis
Managing Director
War Memorial Performing Arts Center
401 Van Ness Avenue
San Francisco, CA 94102

Dear Kate,

The San Francisco Symphony requests authorization to evaluate a new fundraising opportunity during our concerts. DipJar, [linked here](#), is a small, portable donation device that allows concert attendees to donate to the Symphony with a simple swipe of their credit card. The donation amounts can be set in advance by us or determined by the donor from a range of pre-set options, ensuring a quick, seamless transaction. Images of the two device types that are available for rent can be found below.

As you know, the Symphony is on a critical path to stabilize our finances and secure our future through a series of programmatic adjustments and investment in a range of revenue generating efforts. We are eager to test this new fundraising opportunity, and if deemed successful by the Symphony, will continue its use. We hope this new program both inspires concert attendees to become donors, and for those already giving, increases their volume of contributions annually to benefit the organization.

I look forward to sharing details, while answering any additional questions, at the upcoming War Memorial Board of Trustees Meeting. Thank you in advance for your consideration of this request.

Best regards,

Rachel Kirley
Deputy Director, Development and Individual Giving



Sample Device #1 –
Classic Version



Sample Device #2 –
Pro Version

DipJar Proposal
War Memorial Presentors Liaison Committee
January 9, 2025

The San Francisco Symphony is on a critical path to stabilizing its finances and securing its future through a series of investments in various revenue-generating initiatives. We have explored multiple creative ways to grow and diversify our support base while identifying the major donors of the future. One initiative we propose piloting during the 2025-26 season is DipJar, a small, portable donation device that enables concert attendees to donate to the Symphony with a simple swipe of their credit card. Donation amounts can either be pre-set by us or selected by the donor from a range of pre-defined options, ensuring a quick and seamless transaction. Images of the two device types available for rent are included below.



Sample Device #1 –
Classic Version

Dimensions:
Height: 7.3 inches
Width: 4.5 inches
Depth: 3.6 inches



Sample Device #2 –
Pro Version

Dimensions:
Height: 7.2 inches
Width: 4 inches
Depth: 5 inches

We are seeking the War Memorial's support in testing this new fundraising opportunity. If deemed successful by the Symphony, we plan to continue its use. We hope this program will inspire concert attendees to become donors and encourage existing donors to increase their giving.

Key points for this pilot program are as follows:

- **Device Placement:**
 - Two devices next to either end of the Orchestra-level main bar
 - One device next to the end of the Tuning Fork Café counter
 - One device at the Box Office entrance
- **Duration:**
 - The devices will be placed in the specified locations for every performance during the 2025-26 season.
- **Follow-Up:**
 - At the end of the fiscal year, we will report back to the War Memorial Board and discuss potential future uses of these devices.

We are deeply grateful for the War Memorial's support and sincerely appreciate your consideration of this request.