

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**BUILDING COMMITTEE / SPECIAL MEETING**

**Thursday, January 11, 2024**

The Building Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:23 p.m. on Thursday, January 11, 2024, in the in the Trustees' Board Room, War Memorial Opera House, Chair Pelosi presiding.

**ROLL CALL**

Committee Members Present: Chair Pelosi, President Horn, Vice President Wilsey, and Trustee Muduroglu  
 Committee Members Absent: Trustee Gatti, Trustee Rocco  
 Non-Committee Members Present: Trustee Lui (*arrived 1:42pm*); Trustee Kopp (*arrived 1:48pm*); and Trustee Wright (*arrived 1:53pm*)  
 Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant Managing Director; and Francesca Cicero, Board Secretary

**Proposed Bas Relief Commemorating San Francisco Opera's Sixth General Director, David Gockley:**

Chair Pelosi opened the meeting reminding Trustees in August and September of 2023, the Committee considered the request from the San Francisco Opera seeking to install a bas relief sculpture of San Francisco Opera's sixth General Director, David Gockley, in the lobby of the War Memorial Opera House. He noted that the Committee voted to recommend to the full Board of Trustees that the bas relief project move forward, as well agreed on the proposed location in the Opera House Lobby. He stated that the Committee and Board also provided feedback to the Opera on the initial designs for the bas relief sculpture.

Chair Pelosi introduced Jordan Amman from the San Francisco Opera to present the final draft of the bas relief to the Trustees for recommendation to the full board. Ms. Amman provided a brief update to the Board on the sculpture being created by Jennifer Frudakis. She noted that the design was reworked based on the feedback received from the Committee, including a more neutral pattern for the sweater. She stated that once the design is approved, it will go to the foundry to be cast in bronze, which should take approximately three months. She explained that this means the Opera is still on track for an unveiling and installation of the piece this summer.

Following discussion, and on motion of Vice President Wilsey, seconded by Trustee Muduroglu the following recommendation was unanimously adopted:

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve the San Francisco Opera's final bas relief design commemorating David Gockley, the San Francisco Opera's Sixth General Director, for installation in the Opera House lobby.

**Request from San Francisco Symphony to begin entitlement process for possible future improvements to Davies Symphony Hall:** Chair Pelosi reminded trustees that last year the Committee also considered the request from the San Francisco Symphony for authorization from the War Memorial Board of Trustees to seek entitlement from the City and County of San Francisco to make possible future improvements to Davies Symphony Hall, including front of house lobbies, improved street-level access, creation of an additional performance space, improved backstage support spaces, and possible renovation to the performance areas.

Chair Pelosi noted that the Committee voted to recommend that the Symphony move forward with the entitlement process at the City's Planning Commission and the full Board of Trustees approved that recommendation. Chair Pelosi invited Matt Spivey, CEO of the San Francisco Symphony, and Mark Cavagnero, the architect from Mark Cavagnero Associates, to update the Building Committee on the progress to-date.

Mr. Spivey recounted that Davies Symphony Hall is nearing the 50-year anniversary, and the Symphony has been exploring ways to make the building more publicly accessible and connected to the community to allow new ways of engaging with the Symphony. Mr. Spivey introduced the architect, Mark Cavagnero, to walk through renderings that were created to illustrate the Symphony's aspirations and intentions for the spaces. Mr. Spivey noted that these images also would be shared with the San Francisco Arts Commission, as part of the Civic Design Review process, a critical step in the entitlement process.

Mark Cavagnero gave the Trustees an overview of the existing conditions at Davies Symphony Hall, and then moved on to potential additions on Van Ness Avenue and Hayes Street, possible treatment of the street level lobby space and a "Lake Louise" addition. He explained that the intention is to increase the amount of transparent and open space on the street level, inviting more interaction with the surrounding community, with an increase in public space on the street-level in general. Mr. Cavagnero stated that they are looking to include a new drop-off point on Van Ness, new sidewalk extensions on Grove Street, new skylights in the lobby, and a full-service restaurant, to create an open, transparent, lively overall design of the Symphony Hall. He also explained they are looking at a smaller recital hall and rehearsal spaces to be included in the design. He noted that they are looking to relocate the loading dock and add a below-ground parking structure as well.

Vice President Wilsey asked if there would be a Wattis Room. Christopher Campbell, from Mark Cavagnero Associates, explained that the current design relocates the Wattis Room to the top of the proposed restaurant, as it will consist of three floors, blocking the wind on the side of Franklin Street. Mr. Spivey also noted that there will be zero functionality lost with this current design and added flexibility for the future. Trustee Muduroglu asked about the proposed outdoor space and whether they envision that as something where the public could watch to see what is being performed inside the auditorium. Mr. Spivey explained there are other performing arts spaces that have implemented this, and it encourages people to want to go inside and participate, and it increases overall revenue, rather than detracts from it. Mr. Cavagnero stated that as Davies Symphony Hall is currently very opaque, the goal is to open up and visually connect what is going on inside the buildings to new and younger audiences. Assistant Managing Director Levin asked about what the projected construction timeline would be for the project. Mr. Cavagnero responded that due to the extensive nature of the construction proposed, not only to expand the building for the public but also to enhance the experience for the musicians, the building would be closed for approximately 30 months. Managing Director Sofis thanked everyone for all the investment and work that it has taken to get to this point and suggested that as the War Memorial has been working hard to create a "campus-feel" that more attention be paid in the renderings to show the Opera House and how it connects visually to Davies.

Chair Pelosi inquired about whether Frank Gehry is involved in the project. Mr. Spivey responded that because of the Civic Review meeting coming up, they are currently focused on the external design. He said that they would be happy to return at a later date to discuss the interior plans with the Board.

### **PUBLIC COMMENT**

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

There being no public comment, Chair Pelosi closed public comment.

**ADJOURNMENT**

There being no further business to come before the Board, Chair Pelosi adjourned the meeting at 2:06 p.m.

A handwritten signature in black ink, appearing to be 'FC', with a long horizontal line extending to the right from the end of the signature.

Francesca Cicero  
Board Secretary