

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: February 9, 2023

WAR MEMORIAL OPERA HOUSE

Presidio Dance Dancing Across Cultures Performances	March 20, 2023	\$3,060.00
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GREEN ROOM

Consulate General of India Reception	February 3, 2023	\$1,150.00
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Verline Culinary Academy Fundraiser	February 4, 2023	\$1,150.00
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US Magistrate Judge Lisa Cisneros Reception	February 9, 2023	\$1,150.00
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RAWdance Dance Performance	February 17-18, 2023	\$1,150.00
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SF Ballet Reception	February 24, 2023	\$1,150.00
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Pocket Opera Fundraiser Gala	February 26, 2023	\$1,150.00
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Office Economic Workplace & Development Quarterly Meeting	March 1, 2023	\$1,150.00
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Sherman Elementary Reception	March 11, 2023	\$1,150.00
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SF Ballet Dinner Reception	March 14, 2023	\$1,150.00
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American Legion Post 599 Reception	March 17, 2023	\$1,150.00
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Clarendon Elementary Fundraiser	March 18, 2023	\$1,150.00
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Black in Gaming Foundation Reception	March 23, 2023	\$1,150.00
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Minds Matter Fundraiser	March 25, 2023	\$1,150.00
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Junior League of San Francisco Awards Ceremony	April 27, 2023	\$1,150.00
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SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: February 9, 2023

GREEN ROOM (CONT.)

Family Builders by Adoption Fundraiser	April 29, 2023	\$1,150.00
Structural Engineers Association of Nor Cal Awards Ceremony & Dinner	May 2, 2023	\$1,150.00
Girls Leadership Reception	May 3, 2023	\$1,150.00
AIA San Francisco Awards Ceremony	May 4, 2023	\$1,150.00
Wharton School, University of Pennsylvania Reception	May 6, 2023	\$1,150.00
SF Chamber of Commerce Reception	May 8, 2023	\$1,150.00
SEO Scholars of San Francisco Reception	May 11, 2023	\$1,150.00
Kara Schluenes Piano Recitals	May 14, 2023	\$1,150.00
Theatre Bay Area Fundraiser Reception	May 15, 2023	\$1,150.00
Presidio Performing Arts Foundation Performance	May 18, 2023	\$1,150.00
Institute of Classical Architecture & Art Awards Ceremony	May 24, 2023	\$1,150.00
Drew School Graduation Reception	June 1, 2023	\$1,150.00
French American International School Graduation Reception	June 3, 2023	\$1,150.00
OEWD-Workforce Investment Board Quarterly Meeting	June 7, 2023	\$1,150.00
SF Education Fund Dinner Reception	June 8, 2023	\$1,150.00
Pacific Edge voices Concert	June 9, 2023	\$1,150.00

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: February 9, 2023

GREEN ROOM (CONT.)

SF Opera Dinner	June 16, 2023	\$1,150.00
SF Institute of Music Concert	June 18, 2023	\$6500.00
Alameda Health System Dinner	June 24, 2023	\$1,150.00
Merola Opera Program Dinner Reception	August 19, 2023	\$1,150.00
Petipa Heritage Foundation Reception	September 23, 2023	\$1,150.00
Eisenhower Fellowship Annual Conference	October 13, 2023	\$1,150.00
InterMusic SF Music Day	October 15, 2023	\$1,150.00
How Women Lead Award Ceremony	October 18, 2023	\$1,150.00
La Casa de las Madres Fundraiser Reception	October 19, 2023	\$1,150.00
Taste of Talent Concert	October 26, 2023	\$1,150.00
SHE-CAN Reception	November 4, 2023	\$1,150.00
Philharmonia Baroque Orchestra Performance	December 4, 2023	\$1,150.00
How Women Lead Reception	December 6, 2023	\$1,150.00

HERBST THEATRE

Chanticleer Choral Concert w/SF Girls Chorus	March 17, 2023	\$1,450.00
Minted Andre Nickatina symphonic concert	June 24, 2023	\$2,900.00
Synergy School Spring Concert	March 29-30, 2023	\$2,550.00

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: February 9, 2023

HERBST THEATRE (CONT.)

Icon Concerts Jenny Slate	April 21, 2023	\$2,900.00
Architects Institute of America, SF Chapter AIA Design Awards	May 4, 2023	\$1,450.00
Seva Foundation Fundraising Concert & Celebration	May 7, 2023	\$1,450.00
Theatre Flamenco Spring Performance—Sin Tiempo	May 13, 2023	\$1,450.00
Presidio Dance Spring Performance	May 16-18, 2023	\$3,650.00
UCSF School of Nursing Commencement	June 12, 2023	\$1,450.00
SFJazz SF Jazz Festival	June 16-17, 2023	\$2,900.00
SF Contemporary Music Players Young Composers Project	June 21-23, 2023	\$3,650.00
Cherry Orchard Festival Performance, “I am Here”	June 30, 2023	\$1,450.00

WILSEY CENTER

Purdue for Life Musical Performance and Reception	March 17, 2023	\$1,6100
SF Opera Center Schwabacher Recital Series 2023	March 21-22, April 11, 12, Feb 28-March 1, 2023	\$5,156.00
SF Opera SFO Winter 2023 Board Retreat	March 22-24, 2023	\$2,470.00
SF Human Rights Commission SHARP Screening and Talkback	April 5, 2023	\$860.00

San Francisco War Memorial
FY 2022-23 Revenue Report - January 31, 2023

Account		JANUARY REVENUE	YEAR TO DATE	LAST YEAR TO DATE	FY 2018-2019
	FACILITY RENTAL				
435511	Opera House	\$ -	\$ 423,470.00	\$ 423,532.01	\$ 504,321.90
435512	Green Room	4,025.00	130,780.00	56,749.16	253,080.00
435521	Herbst Theatre	10,400.00	172,178.00	118,193.70	328,675.00
435531	Davies Symphony Hall	138,675.00	417,055.80	388,790.00	580,465.15
435542	Wilsey Center	3,220.00	95,030.00	144,682.14	97,530.00
462891	Zellerbach Rehearsal Hall	2,235.00	173,585.00	201,745.00	193,775.00
	OFFICE RENTAL				
435517	San Francisco Ballet (OH)	\$ 8,313.78	\$ 22,170.08	\$ 23,502.42	\$ 13,087.76
435519	San Francisco Opera (OH)	31,965.18	152,077.35	105,423.64	107,990.56
435539	San Francisco Symphony (DSH)	16,099.20	112,694.40	106,192.80	85,914.00
435540	Veterans Bldg. Office Rent (SFO)	80,398.44	297,377.13	264,804.98	286,647.20
462861	Veterans Building Occupancy Fees	10,437.66	76,717.26	68,924.94	1,625.82
	FOOD/BEVERAGE CONCESSIONS				
435611	Opera House	\$ 42,302.77	\$ 144,194.70	\$ -	\$ 248,486.73
435611	Herbst Theatre	3,487.70	16,734.08	-	48,221.76
435631	Davies Symphony Hall	18,793.59	77,590.91	-	197,359.04
	PROGRAM CONCESSIONS				
435612	Opera House	\$ -	\$ -	\$ 544.85	\$ 885.03
435612	Herbst Theatre	-	1,274.39	-	2,942.28
435632	Davies Symphony Hall	-	3,850.56	64.45	5,591.10
	OTHER				
435232	Parking Fees	\$ 4,150.00	\$ 20,511.00	\$ 28,192.50	\$ 28,481.50
462899	Miscellaneous Revenue	11,531.00	100,579.09	33,446.00	160,152.21
GROSS REVENUE		\$ 386,034.32	\$ 2,437,869.75	\$ 1,964,788.59	\$ 3,145,232.04
	Less 15% War Memorial Reserve	\$ (57,905.15)	\$ (365,680.46)	\$ (294,718.29)	\$ (471,784.81)
	Payment to War Memorial Commission	(4,450.00)	(23,350.00)	(18,150.00)	(22,665.00)
NET REVENUE		\$ 323,679.17	\$ 2,048,839.29	\$ 1,651,920.30	\$ 2,650,782.23
	OTHER FUNDS				
435614	Concessions Equipment Replacement	\$ 3,078.28	\$ 10,989.92	\$ -	\$ 23,985.77

San Francisco War Memorial
FY 2022-2023 Housekeeping Expenditures - January 31, 2023

PO Number	Description	Amount	Fund Source
<u>PURCHASE ORDER</u>			
687158	B B I ENGINEERING INC	\$ 2,347.62	14670
687738	AQUA TREAT CHEMICALS INC	\$ 2,822.02	14670
687864	TK ELEVATOR CORPORATION	\$ 8,425.00	14680
691238	D T C GRIP & ELECTRIC INC	\$ 1,462.13	14670
691690	QUALITY TIME EQUIPMENT	\$ 1,185.48	14670
691852	AIR FILTER SUPPLY INC	\$ 12,874.02	14680
691856	AIR FILTER SUPPLY INC	\$ 7,299.71	14680
691859	MAINLINE SECURITY INC.	\$ 6,525.20	14680
692112	D W NICHOLSON CORP	\$ 8,976.00	14680
692119	ERGONOMIC SEATING & PRODUCTS INC	\$ 4,366.91	14670
693505	ALAMEDA ELECTRICAL DISTRIBUTORS INC	\$ 928.14	14670
693558	D T C GRIP & ELECTRIC INC	\$ 1,390.02	14670
694668	STAPLES BUSINESS ADVANTAGE	\$ 85.34	14670
694768	IBARRA BROTHERS PRINTING	\$ 652.62	14670
	Total	\$ 59,340.21	
FUND CODE:	DESCRIPTION:		
14670	Operating	\$ 15,240.28	
14680	Facilities Maintenance	\$ 44,099.93	
14690	Capital Projects	\$ -	
14700	Concessions Equipment Replacement Fund	\$ -	
14720	War Memorial Reserve	\$ -	
14820	Gift Fund	\$ -	
	Total	\$ 59,340.21	

San Francisco War Memorial
FY 2022 - 2023 Appropriations Report - January 31, 2023

Account	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 6,943,350	\$ 3,557,659	\$ 3,385,691
505010	Temporary Salaries	\$ 381,958	\$ 389,961	\$ (8,003)
509010	Premium Pay	\$ 153,945	\$ 77,000	\$ 76,945
510210	One-Time Salaries Payments	\$ -	\$ 139,370	\$ (139,370)
511010	Overtime	\$ 254,732	\$ 87,100	\$ 167,632
501070	Holiday	\$ 102,799	\$ 65,782	\$ 37,017
513000	Mandatory Fringe Benefits	\$ 3,551,653	\$ 1,879,269	\$ 1,672,384
521030	Air Travel	\$ 6,000	\$ -	\$ 6,000
521050	Non-Air Travel	\$ 15,000	\$ -	\$ 15,000
522000	Training	\$ 46,098	\$ 8,120	\$ 37,978
523010	Auto Mileage // Local Field Expense	\$ -	\$ -	\$ -
524010	Membership Dues	\$ 3,909	\$ 3,325	\$ 584
527090	Special Inspection & Testing Services	\$ 10,184	\$ 17,119	\$ (6,936)
527610	Systems Consulting	\$ 17,000	\$ 7,460	\$ 9,540
527990	Other Professional Services	\$ 124,372	\$ 126,781	\$ (2,409)
528010	Scavenger Service	\$ 225,940	\$ 131,330	\$ 94,609
528030	Pest Control	\$ 51,643	\$ 33,803	\$ 17,840
528910	Elevator Service	\$ 278,639	\$ 295,924	\$ (17,285)
528990	Other Building Maintenance Services	\$ 928,000	\$ 982,768	\$ (54,768)
529110	Data/Word Processing Maintenance	\$ 15,000	\$ -	\$ 15,000
529990	Other Equipment Maintenance	\$ 50,573	\$ 33,645	\$ 16,928
531000	Equipment Lease/Rental	\$ 22,473	\$ 19,672	\$ 2,801
535000	Other Current Expenses (535000-535990)	\$ 120,015	\$ 74,627	\$ 45,388
540000	Materials & Supplies	\$ 347,518	\$ 302,954	\$ 44,564
552110	Taxes (Community Benefit District)	\$ 175,434	\$ 173,779	\$ 1,655
552115	Sales Tax	\$ 1	\$ 1	\$ -
552210	Fees, Licenses and Permits	\$ 34,442	\$ 6,267	\$ 28,175
581015	Human Resources Modernization	\$ 4,600	\$ 2,300	\$ 2,300
581016	Diversity Equity Inclusion	\$ 1,721	\$ 861	\$ 861
581051	PUC - Light, Heat and Power	\$ 1,391,362	\$ 508,779	\$ 882,583
581063	PUC - Sewer Service	\$ 98,661	\$ 89,802	\$ 8,859
581064	PUC - Water	\$ 89,280	\$ 69,309	\$ 19,971
581140	DT - Technology Projects	\$ 42,139	\$ -	\$ 42,139
581210	DT - Technology Infrastructure	\$ 163,595	\$ 81,798	\$ 81,798
581270	City Attorney - Legal Services	\$ 75,000	\$ 9,559	\$ 65,441
581325	DTIS - Enterprise Agreement	\$ 10,787	\$ 10,787	\$ -
581360	DTIS - Telephone Services	\$ 29,274	\$ 15,737	\$ 13,537
581410	GSA - Custodial Services	\$ 4,192,025	\$ 960,892	\$ 3,231,133
581430	GF-HR-Equal Employmnt Opportuni	\$ 28,266	\$ 14,133	\$ 14,133
581450	DHR - Management Training	\$ 44,816	\$ -	\$ 44,816
581460	DHR - Workers Compensation	\$ 154,157	\$ 11,614	\$ 142,543
581570	DPH - Medical Services/Training	\$ 69,386	\$ 207	\$ 69,179
581580	DPH - Toxic Waste & Haz. Mat Svcs.	\$ 17,820	\$ -	\$ 17,820
581820	Purchasing - Reproduction	\$ 8,500	\$ -	\$ 8,500
581880	Rec. Park - Gardener Services	\$ 192,882	\$ 98,909	\$ 93,973
	TOTAL OPERATING	\$ 20,474,948	\$ 10,288,405	\$ 10,186,543
14680	Facilities Maintenance	\$ 833,148	\$ 688,203	\$ 144,945
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	GRAND TOTAL	\$ 21,308,096	\$ 10,976,608	\$ 10,331,488
10000	Debt Service	\$ 9,520,809	\$ 2,814,066	\$ 6,706,743
14720	War Memorial Reserve	\$ 1,569,003	\$ 396,888	\$ 1,172,115
14700	Concessions Equip. Repl. Fund	\$ 51,925	\$ 7,191	\$ 44,734

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
SPECIAL HIRING COMMITTEE / SPECIAL MEETING

Thursday, January 12, 2023

The Special Hiring Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 11:00 a.m. on Thursday, January 12, 2023, in the Trustees' Board Room, War Memorial Opera House, Chair Horn presiding.

ROLL CALL

Committee Members Present: President Horn, Vice President Lui, Trustee Newstat, Trustee Wilsey, and Trustee Wright

Staff Present: Rob Levin, Acting Managing Director/Executive Secretary

Managing Director Job Description:

Chair Horn began the meeting noting that the Committee has convened to review, consider, and adopt recommendations on the proposed job description and hiring process for the position of Managing Director of the War Memorial and Performing Arts Center. He stated that the Board must meet in open session to discuss and act on procedural matters such as determining the overall selection process and the minimum qualifications for the position. He continued on that Board will meet in closed session in subsequent meetings to review candidate resumes and background material, prepare interview questions, interview candidates, and deliberate and act on nominating one or more candidates. President Horn also made note that Acting Managing Director/Executive Secretary Rob Levin has taken himself out of consideration for the Managing Director position and noted that this gives the Board a valuable insider person to help with the hiring process.

President Horn stated that in advance of the meeting, Committee members received a draft of the proposed Managing Director job description, prepared by staff. He reminded the Committee that under the City Charter, the War Memorial Board of Trustees has the sole authority for selecting and naming a Managing Director as well as the Assistant Managing Director of the War Memorial and Performing Arts Center, and both positions serve at the pleasure of the Board of Trustees. President Horn remarked that previously when Managing Director Emerita Elizabeth Murray was preparing the job description, after serving in the position for 30 years, he encouraged her to put in everything she was responsible for in the role. He noted the current draft is the job description that was used when selecting John Caldon, updated recently to bring it in line with 2023 requirements for diversity, equity and inclusion.

President Horn opened the floor for discussion with the Committee members on the job description. Trustee Newstat raised the question of how much experience the Board would want in a Managing Director. The Committee agreed that rather than 8 years they prefer it to say "Proven successful experience." Trustee Wilsey noted that it was good to have someone who had experience working with City Hall, who understands San Francisco politics and the operations of the City and County of San Francisco. Trustee Wright noted that in the Position Summary of the job description it states that the Managing Director "creates the mission and long-term vision" for the Department and she believes that the Board of Trustees in fact creates the mission and long-term vision for the Department. The Committee agreed to modify the job description to say the Managing Director "is charged with implementing the mission and long-term vision of the San Francisco War Memorial and Performing Arts Center."

Following discussion, and on motion of Trustee Newstat and seconded by Trustee Wilsey, the following recommendation was unanimously adopted, subject to approval by the Board of Trustees and the Department of Human Resources:

RECOMMENDED, By the Special Hiring Committee of the Board of Trustees of the War Memorial of San Francisco that it hereby recommends approval of the draft job description for the position of Managing Director of the War Memorial and Performing Arts Center, with two modifications: replacing 8 years of experience with “Proven successful experience” and “charged with implementing the mission and long-term vision” in place of “creates the mission and long-term vision.”

President Horn turned to the subject of the hiring process and executive search firms. He noted that because the Board has autonomy with decision-making, the Board has not used a search firm in the past. He wanted to discuss how to do outreach and how staff would process and vet applications within the Department.

President Horn asked Acting Managing Director Rob Levin to explain how the job description would be distributed. Director Levin noted that the job description would be distributed through all City channels, the resident companies, the International Association of Venue Managers, and a list of diverse Bay Area arts organizations that was created by staff. President Horn asked Sharon Walton, Communications and Events Manager, to speak about how the draft list of these organizations was created. Sharon Walton addressed the Committee and noted that the list was created in light of the City’s Racial Equity mandate to cultivate a pool of diverse candidates. Ms. Walton noted the list began as a list of non-profit arts organizations, which was supplemented with members of City and County of San Francisco arts organizations involved in equity work, Bay Area community-based arts organizations and Bay Area cultural venues that rent out facilities. She stated that using this list to reach out more broadly to the communities that the War Memorial is committed to serving is an effective tool in recruiting culturally diverse candidates, while fostering new relationships and fulfilling the Trustees’ commitment to racial equity.

President Horn then asked Donna D’Cruz, Director of Finance & Administration for the Department, to present briefly on how the selection and vetting process would work if it was kept in-house within the Department. Donna D’Cruz addressed the Committee noting that she has been with the City for 24 years, working in 5 of the largest City Departments. She noted that throughout her time vetting candidates, she is confident that meeting with potential candidates over zoom helps in assessing knowledge, skills and abilities, before shortlisting them for an interview with the Committee. She noted that this process is dependent upon receipt of a qualified pool of candidates. Vice President Lui inquired about whether Ms. D’Cruz works with the Department of Human Resources. Ms. D’Cruz affirmed that she does, but more typically that would be with positions that are Civil Service hires, while this position is appointed by the Board. Director Levin remarked that he feels confident that the expertise exists in the Department to administer this search and hopes for a diverse candidate pool.

President Horn asked Ms. D’Cruz to speak to the timeline for hiring. Ms. D’Cruz responded that jobs are generally posted for 2-3 weeks, and if a robust pool is received from the initial outreach, optimistically it would be 3-4 months to complete the process. President Horn then turned to the question of search firms, and noted the City has pre-qualified search firms available. He stated that the Board would need to proffer an RFP to the search firm, which the Civil Service Department would have to approve, which would detract from the autonomy that the Board has under the Charter. President Horn stated that the War Memorial is not a typical City Department, but rather is a charitable trust that has more autonomy in how directors are selected. Trustee Wilsey agreed with President Horn based on her experiences doing searches in the past. President Horn also noted that if this process is not fruitful, the Committee can always look to a search firm in the future. The Committee agreed to the process and would wait to see the candidate pool that results from the outreach and posting of the job description.

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 Committee, but not on the agenda.

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

ADJOURNMENT

There being no further business, President Horn adjourned the meeting at 11:48 a.m.

Rob Levin
Executive Secretary

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, January 12, 2023

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, January 12, 2023, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Horn presiding. As authorized by California Government Code Section 54953(e) and Mayor Breed's 45th Supplement to her February 25, 2020 emergency proclamation, some members of the public also attended this meeting remotely.

ROLL CALL

Present: President Horn, Vice President Lui, Trustee Fisher, Trustee Kopp, Trustee Muduroglu,
(*in person*) Trustee Pelosi, Trustee Newstat, Trustee Rocco, Trustee Wilsey, and Trustee Wright

Absent: Trustee Gatti

Staff Present: Rob Levin, Acting Managing Director/Executive Secretary

PRESIDENT'S REPORT

2023 Ballet Season: President Horn stated that the San Francisco Ballet's Nutcracker season began on December 8 and after 33 performances concluded on December 27, 2022. He noted that the audience levels met or exceeded the Ballet's projections. He remarked that the Ballet will open their 90th season on Thursday, January 19, 2023, with their annual gala, including a Sparkling Stroll in the Grand Foyer of the War Memorial Opera House and a 6:30 PM performance at the Opera House, previewing the next@90 world premieres. On behalf of the Board, President Horn wished the Ballet the best in their 2023 season.

Ballet's new Artistic Director: President Horn invited the new Artistic Director of the San Francisco Ballet, Tamara Rojo, the Spanish ballerina who led the English National Ballet as both Principal Dancer and Artistic Director, to speak to the Board.

Tamara Rojo addressed the Board and stated she was looking forward to working together and furthering the relationship between the San Francisco Ballet and War Memorial. She recounted her ballet career which began in Madrid, then won an international competition in Paris, which introduced her to the Royal Ballet, where she spent 12 years of her career before moving on to the English National Ballet. She remarked on how much she appreciated the English National Ballet's commitment to the artform, as well as their commitment to bringing the artform to new audiences. She noted that the company was in a very good financial situation and felt that it was time to move on and for someone new to take the helm of the English National Ballet. She also humorously noted that many years she had tried to audition for Helgi Tomasson and he declined. She also remarked that San Francisco Ballet shares her own personal values: pursuit of excellence, as well understanding the importance of tradition, while also opening the artform to new voices and being relevant to today's audiences. She thanked the Board for the opportunity and looked forward to working with them in the future.

President Horn congratulated Ms. Rojo and wished her the best of luck on her tenure with the Ballet.

MANAGING DIRECTOR'S REPORT

Approval of Consent Agenda: Acting Managing Director Levin stated that items submitted on the Consent Agenda included: the minutes of the December 8, 2022 Regular Meeting of the Board; Rental Requests for January 12, 2023; the December 2022 Revenue, Appropriations and Housekeeping Expenditures reports; and the Resolution Adopting Findings to Allow Teleconferenced Meetings Under California Government Code.

Following discussion, on motion of Trustee Kopp, seconded by Vice President Lui, the following resolution was unanimously adopted:

RESOLUTION NO. 23-01

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco the minutes of the December 8, 2022 Regular Meeting of the Board; Rental Requests for January 12, 2023; the December 2022 Revenue, Appropriations and Housekeeping Expenditures reports; and the Resolution Adopting Findings to Allow Teleconferenced Meetings Under California Government Code are hereby approved.

Budget for Fiscal Year 2023-24 and Fiscal Year 2024-25: Director Levin updated the Board on the upcoming budget submission for the next two fiscal years. He mentioned that although outside rentals of the venues are on a post-COVID rise, they have not returned as quickly as originally estimated, a trend that is being seen across venues nationally, which will impact the earned revenue. He thanked the finance team, because despite the impacts to earned revenue, the Department will have a balanced budget for submittal.

Director Levin noted that rentals of the larger venues are growing more slowly than anticipated, but the smaller venues, like the Herbst Theatre, are rebounding more quickly. Director Levin surmised that this is due to licensees are being more cautious booking the larger venues both due to the higher costs of production in larger spaces, as well as the challenge of trying to sell 2500-3000 tickets to audiences, still cautious in this third year of the pandemic. He noted that first of two Budget & Finance Committee meetings for the budget cycle will be held on Wednesday, January 25 and Thursday, February 9 at 1:30pm. Trustee Fisher inquired about whether Director Levin thought that any budget numbers would need to be revaluated mid-cycle due to earned revenue not meeting the target. He responded that they were conservative when projecting the rental revenue numbers this cycle and is confident that the Department will meet the budget, although the budget is lower than historically it has been.

Recent Storms: Director Levin gave an update on the extreme weather that has been impacting the Bay Area with atmospheric river/bomb cyclone storms causing record rainfall, heavy winds and flooding. He noted that the extreme weather has caused the regular leaks in the venues to surface and thanked the engineering team and custodial teams for mobilizing quickly to address the impacts to the buildings. He pointed out that to-date there have been no performances canceled due to the weather.

Art With Elders: - Director Levin also reported on the art exhibition in the lobby of the Veterans Building from a group called "Art With Elders," who have exhibited in the building twice previously. He described the organization as a community group that goes out to long-term care facilities and teaches art and art theory to seniors, culminating in an exhibition by the participants.

Director Levin also noted that he received a memo from the City Attorney immediately prior to the meeting about the return to in-person meetings for all City policy bodies, as of March 1, 2023.

COMMITTEE REPORT

Special Hiring Committee: President Horn reported that the Special Hiring Committee meeting met at 11am to begin the process of finding a new Managing Director for the War Memorial. He noted that the one item in front of the Board is the approval of the job description, circulated prior to the meeting, which is a comprehensive list of desirable qualities in a candidate. He stated that there were two minor language changes to the existing job description, which was used to hire the previous Managing Director, John Caldon. Director Levin noted that the job description outlines the full wish list of qualifications.

Following discussion, on motion of Trustee Wilsey, seconded by Trustee Wright, the following resolution was unanimously adopted:

RESOLUTION NO. 23-02

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco the job description for the Managing Director of the War Memorial, as recommended by the Special Hiring Committee, is hereby approved.

President Horn noted that the job description would be distributed to the list of local Bay Area arts organizations that was circulated, as well as all City Departments, and through the International Association of Venue Managers. He stated that the vetting of applications will be done by senior staff in conjunction with the Committee. He said that they hope to have approximately 2-3 candidates for the Committee to interview and ultimately have one to recommend to the full Board. President Horn also reported that Acting Managing Director Rob Levin has taken himself out of the process and asked not to be considered for the position, and that he will be a valuable resource in helping to vet the candidates along with the Human Resources staff.

Trustee Kopp asked whether non-committee members would be allowed in the Special Hiring Committee meetings. President Horn noted that only Committee members would be permitted in upcoming meetings because they will be held in closed session, as personnel matters would be discussed with individual candidates during their interviews. Trustee Fisher inquired about the timeline for the process and President Horn invited Donna D'Cruz, Director of Finance and Administration to address the Board. Ms. D'Cruz stated that typically jobs are posted with the City for 2-3 weeks, but since this position is not subject to Civil Service rules, it could be extended. She described that the vetting would commence with brief zoom meetings by staff and they would narrow the field to the potentially qualified candidates to be interviewed first by the Committee and then the full Board, which she hopes will take 3-4 months.

REGULAR ITEMS

Global Gourmet Catering Request for Amendments to Original Contract: President Horn noted that prior to the meeting, Trustees received a letter from Global Gourmet Catering requesting consideration and approval to amend the original contract terms, which involves forgiveness of outstanding and future capital expense requirements and reduction of the current commission rate.

President Horn referred the item to the Presentors Liaison Committee and requested that the Committee meet to review and consider approval of the request. He then invited Garo Eldemir, Director of Concessions for Global Gourmet Catering, to address the Board. Mr. Eldemir introduced the CEO of Global Gourmet Catering, Laura Lyons. Ms. Lyons noted that the current revenue under the contract is at the point where Global Gourmet is losing money. She noted that while they are still finalizing their books for Fiscal Year 2022, they intend to open the books to the Board for inspection, and come to the Committee with a proposal.

President Horn noted that in Global Gourmet's original proposal, they referred to it as a prestige account and noted that it was possible they might lose money. Ms. Lyons responded that they can no longer afford to do anything that is not profitable, as the business operated in the red for 26 consecutive months due to the pandemic. Trustee Kopp asked about what the commission rate is and Mr. Eldemir answered that it is somewhat complicated but overall it is in the low 20%. Trustee Muduroglu asked about the challenges in engagement of audiences. Mr. Eldemir noted issues include the number of shows performed, whether or not the Opera will require masks, and whether they will let patrons bring drinks into the auditorium. Vice President Lui asked about Café Valor. Mr. Eldemir noted that the café is not a money-maker for the building, but something that they kept open for the community, and the foot traffic has not bounced back from the return back to the office. Ms. Lyons also noted that Fiscal Year 2022 is operating at about 60% of the sales volume of 2019, and inflation and labor cost increases over the last few years have contributed to the challenging environment. Ms. Lyons assured the Board that their books would be complete on January 23, 2023, to be able to present the actual numbers to the Committee.

GOOD AND WELFARE

President Horn welcomed Trustee Pelosi back in person and expressed how grateful the Board was to have him

back. There being no further good and welfare, President Horn closed good and welfare.

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 415-554-6377 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.

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

ADJOURNMENT

There being no further business to come before the Board, President Horn adjourned the meeting at 2:49 p.m.

Rob Levin
Executive Secretary

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
BUDGET & FINANCE COMMITTEE / SPECIAL MEETING

Wednesday, January 25, 2023

The Budget & Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:00 p.m. on Wednesday, January 25, 2023, in the Trustees' Board Room, War Memorial Opera House, Vice President Lui presiding. As authorized by California Government Code Section 54953(e) and Mayor Breed's 45th Supplement to her February 25, 2020 emergency proclamation, some members of the public also attended this meeting remotely.

ROLL CALL

Committee Members Present: Chair Lui, President Horn, Trustee Kopp, and Trustee Muduroglu
(in person)

Committee Members Present: Trustee Fisher
(on video)

Committee Members Absent: Trustee Gatti

Staff Present: Rob Levin, Acting Managing Director/Executive Secretary

War Memorial Proposed Departmental Budget for Fiscal Years 2023-24 and 2024-25: Chair Lui stated that in advance of the meeting, Committee members received staff's departmental budget presentation document and a detailed summary of staff's proposed revenues and expenditures for the next two fiscal years. She reminded the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and thus the Committee would not vote on the proposed budget at the meeting and was an opportunity for Trustees and the public to ask questions and provide feedback. She stated that staff will return to the next Budget and Finance Committee meeting on February 9th with a revised budget, at which time the Committee will vote on the recommendation that goes to the full Board to be passed at the February 9th full Board of Trustees meeting.

Chair Lui then invited Director of Finance & Administration Donna D'Cruz to review staff's proposed Departmental Budget. Director D'Cruz began by reviewing the War Memorial's Mission Statement: "The San Francisco War Memorial and Performing Arts Center manages, maintains and operates safe, accessible, world-class venues to promote cultural, educational, and entertainment opportunities in a cost-effective manner for enjoyment by the public, while best serving the purposes and beneficiaries of the War Memorial Trust." She then turned to the staff Racial Equity Statement, which reflects the department's commitment to equity: "The San Francisco War Memorial and Performing Arts Center serves as a unique public gathering space to be used and enjoyed by all. The War Memorial is proud to employ a culturally and racially diverse staff. Cultural sensitivity and respect for others are core values of the department. We are committed to creating programs and policies to support each staff member in achieving their fullest potential." Director D'Cruz noted that this statement was created by the staff Racial Equity Team and was adopted by the Board a year and a half ago.

Director D'Cruz described the projected performance and event activity for the next two fiscal years as being a more conservative for Fiscal Year 2024 and increasing in Fiscal Year 2025. She stated that the projected attendance for Fiscal Year 2024 is 796,000 and 841,000 in Fiscal Year 2025. She noted that since it is only in the middle of Fiscal Year 2023, the actual attendance for the current fiscal year would not be available to be calculated until after June 2023 when the fiscal year ends.

Director D'Cruz reported on the earned revenue calculations which are based on the number of performances and events held in the venues. She observed that it was a challenge for the Department in Fiscal Year 2021 due to the

pandemic. She noted that for the current fiscal year, the Department projected revenue of over 4 million dollars, but based on the actual numbers seven months into the budget, only 48% of that projected total has been earned. She remarked that that may change once the actual numbers are calculated that include the holiday season performances.

Director D'Cruz reported on the staffing for the Department, explaining the Departmental budget is for 70 full-time employees and currently employs 62 full-time employees. She noted that in the last calendar year 19 vacant positions were filled, almost 31% of the current staff. She thanked the HR team for their contribution to achieving this. She acknowledged there are currently 8 vacancies, including the Managing Director position, that she hopes to have filled by the end of the calendar year. She noted that the ability to fill most of these positions does depend on the City's eligible lists for the civil service examinations. She pointed out that the Department added three positions to the attrition rate in order to bring down costs and balance the budget: 2 security positions and 1 engineering position for Fiscal Year 2024. She also remarked that there are 4 positions budgeted for attrition in Fiscal Year 2025, which is relatively low compared to the attrition rates put in place during the pandemic.

Director D'Cruz explained that the War Memorial is a special fund department and although it does receive General Fund contributions, the War Memorial will maintain a flat General Fund contribution from the City, and is not subject to the budget cuts requested by City Hall of 5% and 8% respectively for the next two fiscal years. She explained that the General Fund Operating Support figures covers salaries and benefits for employees, as well as custodial services and public utilities. She remarked that that number goes up significantly, 9 percent, for Fiscal Year 2024 to reflect salary increases agreed-to by union bargaining last year and to cover increases in custodial services and public utilities. She reported that the Department has requested \$639K dollars for facilities and maintenance of the buildings. She stated that the Opera House has two elevators that have frequently broken down and the Department is requesting capital funding for the Opera House elevator modernization project of approximately \$2,600,000 dollars. She also reminded the Committee that the Department had requested funds for the Opera House mansard roof, having recently received a quote for \$11-12 million dollars total cost. She reported that the Department received \$5 million dollars in last year's budget for the project and are currently requesting the balance of \$7 million dollars from the Capital Funding Committee in February. President Horn reminded the Committee that when the Mayor's Chief of Staff came to talk the Board out of the air rights on the buildings, it was under his personal guarantee that money for the roof would be forthcoming, and the Board should not let the Mayor's office forget that assurance. Vice President Lui reminded the Committee that when they first asked for the capital expenditure funds to cover the project, the entire cost of the project was approximately \$4 million dollars, in 2019 pre-pandemic the cost raised \$9 million dollars, and it currently is estimated for \$12 million, which she implored the Committee that it is important to get the work started. Director D'Cruz also noted that the Department is also asking for a new sound system for the Herbst Theatre, as it is obsolete and needs to be updated, which is a \$550K request. Director D'Cruz noted that for Fiscal Year 2025, the request will remain a flat request of \$639K dollars for facilities and maintenance, unchanged from the prior fiscal year.

Director D'Cruz also reported that because the War Memorial is a special fund department, the Department is allowed to retain funds that were not utilized at the end of each fiscal year in an account called the Fund Balance. She stated that the monies are required to sit in this account for a full year before they are available to fill any budget deficits. She noted that the Department used \$966K dollars in Fiscal Year 2023 to cover budget deficits and projected using \$357K in Fiscal Year 2024 and \$446K in Fiscal Year 2025. Director D'Cruz also explained that carry-forwards are mechanisms to complete purchasing: purchase orders are opened for projects and maintenance, and if the work is not completed by the end of the fiscal year, the Department is allowed to carry forward any of the balance monies that are still encumbered to the next fiscal year. She noted that the carry forward for the current fiscal year is \$1.4 million dollars.

Director D'Cruz reported on expenditures of the Department, including salaries/benefits, which will have a \$200K increase in Fiscal Year 2024 and an increase of \$1 million in Fiscal Year 2025. She turned to the next item for non-personnel services, which is for maintenance and construction that are needed outside of the

Department, for example air flow consultants during the beginning of the COVID pandemic. She stated that the “services of other departments” is the bulk of the expenditures, which goes to Real Estate for custodial services and Public Utilities Commission for utilities, which have risen astronomically in the past two years. Director D’Cruz noted she is actively negotiating with the Mayor’s Budget Office to have them review the IDS (Interdepartmental Services) figures during the Mayor’s budget phase. She also noted that ongoing maintenance of the elevators in the buildings require budgeting for unforeseen issues that arise, for example the Department has already spent \$260K out of the \$278K budgeted for elevator maintenance. Trustee Kopp asked about services for waste management and asserted there was a new contract signed by a competitor of Recology. Director D’Cruz noted that if that were the case it would be a City-wide contract, and the Department’s contribution would be just an apportionment of that amount. She summarized that the total amount being requested for capital expenditure from Capital Planning for FY24 is \$9.6 million, of which \$7 million is the remainder of the cost for the Opera House Mansard roof and \$2.6 million is for modernization of the Opera House elevators. Director D’Cruz thanked Dave Salem for his assistance with putting together the budget.

Acting Managing Director Levin discussed the rental rates increases. He noted that traditionally the Department increases the rental rates every two years, usually between 4-6 percent based on the category. He stated that staff does research on what is competitive for similar venues to determine the percentage increase. He noted that there were no discrepancies with competitiveness uncovered, and the Department settled on a 5 percent across the board increase for most rental categories. He also pointed out that in the last budget cycle some rental rates were eliminated, and they were simply kept on the current rental rate as a point of historical comparison for the Board. Trustee Kopp asked about the cost to veterans service organizations who are not beneficiaries of the Trust, to rent space in the Veterans Building. Director D’Cruz noted that the amount is per square foot of space that the organizations rent, per year. Trustee Muduroglu asked whether the resident companies were aware of these rates and Director Levin said that the fact that an increase was coming and approximately how much would not be surprising to them. Andrew Dubowski from the Symphony addressed the Committee and reiterated that having regular, predictable rent increases is greatly appreciated by the Symphony and that it allows them to plan ahead for each year. Director Levin thanked the Finance team for their hard work putting together the budget.

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 Lui closed public comment.

ADJOURNMENT

There being no further business to come before the Board, President Horn adjourned the meeting at 1:45 p.m.

Rob Levin
Executive Secretary



American Legion War Memorial Commission

**401 Van Ness, Room 101
San Francisco, CA 94102
Chairman Ellington**

Wednesday, Jan 25th 2023

To: Tom Horn, President

Or... Rob Levin, Acting Managing Director

San Francisco War Memorial Board of Trustees

401 Van Ness Ave. San Francisco, CA 94102 Room 110

Re:

The American Legion War Memorial Commission voted in favor for Post 599 to seek a fee waiver for use of the Green Room for a fundraising event to be held on March 17, 2023. This event is to raise funds for veteran and community projects in San Francisco.

This letter is an official request to the War Memorial & Performing Arts Center Board of Trustees asking them to consider waiving the Green Room rental fee of \$1,150.00 for this event.

Best,

**Courtney Ellington
Chairman ALWMC**

**Jeff Sheibels
Hanley Chan**

AMERICAN LEGION WAR MEMORIAL COMMISSION

Veterans Building, Room 101
401 Van Ness Avenue
San Francisco, CA 94102

Date: October 31, 2022

To: John Caldon, Managing Director
San Francisco War Memorial and Performing Arts Center

From: American Legion War Memorial Commission

RE: REQUEST FOR GREEN ROOM USE AND RENTAL FEE WAIVER

The American Legion War Memorial Commission has approved submission of a request for a rental fee waiver for use of the Veterans Building Green Room as follows:

DATE REQUESTED: March 17, 2023 Alternate Date(s): N/A

VETERANS ORGANIZATION: AMERICAN LEGION POST 599
("Applicant")

Address: 401 Van Ness Ave
San Francisco, CA 94102

Contact Person: Jeff Sheibels

Telephone No.: (650)255-6096 Cell: (650)255-6096

Fax: N/A E-Mail: jwsheibels@gmail.com

DESCRIPTION OF PROPOSED ACTIVITY/EVENT: Fundraising event for projects the post supports

→ A completed Green Room "Application and Basic License Information" form **MUST BE ATTACHED** to this request in order to be considered and acted upon by the War Memorial.

To secure reservation of the Green Room for the date requested, the Applicant Veterans Organization must submit a rental deposit in the amount of \$350.00 payable to "San Francisco War Memorial." This rental deposit is **NOT REFUNDABLE**. Should a rental fee waiver be approved, Applicant's deposit shall be credited towards Applicant's "performance bond" expenses for required personnel and equipment.


Approved by American Legion War Memorial Commission

Date 11/1/22

Approved by Managing Director
San Francisco War Memorial and Performing Arts Center

Date _____