

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**

**RENTAL REQUESTS: March 9, 2023**

**WAR MEMORIAL OPERA HOUSE**

|   |                      |             |
|---|----------------------|-------------|
| San Francisco Opera<br>Summer 2023 Season | May 1 – July 2, 2023 | \$99,840.00 |
|---|----------------------|-------------|

**ZELLERBACH REHEARSAL HALL**

|   |                   |             |
|---|-------------------|-------------|
| San Francisco Symphony<br>Quarter 4 planned usage | April - June 2023 | \$13,280.00 |
|---|-------------------|-------------|

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| San Francisco Opera<br>Quarter 4 planned usage | April - June 2023 | \$73,260.00 |
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**GREEN ROOM**

|  |               |            |
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| Office Economic Workplace & Development<br>Quarterly Meeting | March 1, 2023 | \$1,150.00 |
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| Consulate General of Mexico<br>Reception | March 2, 2023 | \$1,150.00 |
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| Sherman Elementary<br>Reception | March 11, 2023 | \$1,470.00 |
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| SF Ballet<br>Dinner Reception | March 14, 2023 | \$2,110.00 |
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| American Legion Post 599<br>Reception | March 17, 2023 | \$0 (TBC waiver) |
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| Clarendon Elementary<br>Fundraiser | March 18, 2023 | \$1,470.00 |
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| Conservatory of Music<br>Reception | March 22, 2023 | \$1,150.00 |
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| Black in Gaming Foundation<br>Reception | March 23, 2023 | \$1,470.00 |
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| Minds Matter<br>Fundraiser | March 25, 2023 | \$1,150.00 |
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| FACT/SF<br>Gala Fundraiser | April 7, 2023 | \$1,790.00 |
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| SF Ballet<br>Cast Dinner | April 14, 2023 | \$1,150.00 |
|--------------------------|----------------|------------|

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**

**RENTAL REQUESTS: March 9, 2023**

**GREEN ROOM (CONT.)**

|   |                |            |
|---|----------------|------------|
| UC Law San Francisco<br>Award Ceremony                                  | April 18, 2023 | \$1,150.00 |
| Philharmonia Baroque Orchestra<br>Gala                                  | April 20, 2023 | \$1150.00  |
| SF Opera<br>Reception   | April 22, 2023 | \$1,150.00 |
| Cherokee Nation 3S<br>Reception   | April 26, 2023 | \$1,150.00 |
| Junior League of San Francisco<br>Awards Ceremony                       | April 27, 2023 | \$1,310.00 |
| Family Builders by Adoption<br>Fundraiser                               | April 29, 2023 | \$1,150.00 |
| Structural Engineers Association of Nor Cal<br>Awards Ceremony & Dinner | May 2, 2023    | \$1,150.00 |
| Girls Leadership<br>Reception   | May 3, 2023    | \$1,310.00 |
| AIA San Francisco<br>Awards Ceremony                                    | May 4, 2023    | \$1,150.00 |
| Wharton School, University of Pennsylvania<br>Reception                 | May 6, 2023    | \$1,150.00 |
| SF Chamber of Commerce<br>Reception                                     | May 8, 2023    | \$1,150.00 |
| RAWdance<br>Concept Series  | May 12, 2023   | \$1,150.00 |
| Kara Schluenes<br>Piano Recitals  | May 14, 2023   | \$1,470.00 |
| Theatre Bay Area<br>Fundraiser Reception                                | May 15, 2023   | \$1,150.00 |
| Presidio Performing Arts Foundation<br>Performance                      | May 18, 2023   | \$1,150.00 |
| SEO Scholars of San Francisco<br>Reception                              | May 20, 2023   | \$1,150.00 |
| Drew School<br>Graduation Reception                                     | June 1, 2023   | \$1,150.00 |

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**

**RENTAL REQUESTS: March 9, 2023**

**GREEN ROOM (CONT.)**

|  |                    |            |
|--|--------------------|------------|
| French American International School<br>Graduation Reception | June 3, 2023       | \$1,150.00 |
| OEWD-Workforce Investment Board<br>Quarterly Meeting         | June 7, 2023       | \$1,150.00 |
| SF Education Fund<br>Dinner Reception                        | June 8, 2023       | \$1,150.00 |
| Pacific Edge voices<br>Concert                               | June 9, 2023       | \$1,150.00 |
| Bar Association of SF<br>Reception                           | June 14, 2023      | \$1150.00  |
| SF Opera<br>Dinner   | June 16, 2023      | \$2,110.00 |
| Alameda Health System<br>Dinner                              | June 24, 2023      | \$1,150.00 |
| SF Community Clinic Consortium<br>Gala                       | June 29, 2023      | \$1150.00  |
| American Bach Soloists<br>Concert                            | July 29, 2023      | \$1790.00  |
| Merola Opera Program<br>Dinner Reception                     | August 19, 2023    | \$1,150.00 |
| Petipa Heritage Foundation<br>Reception                      | September 23, 2023 | \$1,150.00 |
| Women's Audio Mission<br>Fundraiser                          | October 12, 2023   | \$1150.00  |
| Eisenhower Fellowship<br>Annual Conference                   | October 13, 2023   | \$1,150.00 |
| InterMusic SF<br>Music Day                                   | October 15, 2023   | \$1,150.00 |
| How Women Lead<br>Award Ceremony                             | October 18, 2023   | \$1,150.00 |
| La Casa de las Madres<br>Fundraiser Reception                | October 19, 2023   | \$1,150.00 |

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**

**RENTAL REQUESTS: March 9, 2023**

**GREEN ROOM (CONT.)**

|   |                  |            |
|---|------------------|------------|
| Taste of Talent<br>Concert                    | October 26, 2023 | \$1,150.00 |
| SHE-CAN<br>Reception                          | November 4, 2023 | \$1,470.00 |
| Philharmonia Baroque Orchestra<br>Performance | December 4, 2023 | \$1,150.00 |
| How Women Lead<br>Reception                   | December 6, 2023 | \$1,150.00 |

**HERBST THEATRE**

|   |   |            |
|---|---|------------|
| Cherry Orchard Festival<br>Piano Recital        | June 6, 2023                                  | \$1,450.00 |
| Star Dance<br>Spring Recital                    | June 8 <sup>th</sup> -10 <sup>th</sup> , 2023 | \$3,750.00 |
| Women's Audio Mission<br>Fundraiser Performance | October 12, 2023                              | \$1,450.00 |
| Chanticleer<br>Co-Concert with SF Girls Chorus  | March 16-17, 2023                             | \$2,600.00 |
| SF Opera<br>Annual Meeting                      | March 28, 2023                                | \$1,450.00 |
| La Raza<br>Mr. & Miss Safe Latino Pageant       | June 20, 2023                                 | \$1,450.00 |

**WILSEY CENTER**

|   |                   |            |
|---|-------------------|------------|
| Amabile School of Music<br>Winter Recital           | December 3, 2023  | \$860.00   |
| West Edge Opera<br>Snapshot                         | April 19, 2023    | \$860.00   |
| Purdue for Life Foundation<br>Glee Club Performance | March 17, 2023    | \$1,585.00 |
| Museum of the African Diaspora<br>Solo Show         | March 24-26, 2023 | \$2,580.00 |
| SF Opera<br>Board Retreat                           | March 22-24, 2023 | \$4,755.00 |

**San Francisco War Memorial**  
**FY 2022-23 Revenue Report - February 28, 2023**

| Account                            |                                   | FEBRUARY REVENUE     | YEAR TO DATE           | LAST YEAR TO DATE      | FY 2018-2019           |
|------------------------------------|-----------------------------------|----------------------|------------------------|------------------------|------------------------|
| <b>FACILITY RENTAL</b>             |                                   |                      |                        |                        |                        |
| 435511                             | Opera House                       | \$ 86,400.00         | \$ 509,870.00          | \$ 423,532.01          | \$ 579,326.90          |
| 435512                             | Green Room                        | 16,170.00            | 146,950.00             | 56,749.16              | 265,730.00             |
| 435521                             | Herbst Theatre                    | 7,250.00             | 179,428.00             | 118,193.70             | 357,175.00             |
| 435531                             | Davies Symphony Hall              | 36,870.00            | 453,925.80             | 388,790.00             | 580,465.15             |
| 435542                             | Wilsey Center                     | 25,262.50            | 120,292.50             | 144,682.14             | 99,380.00              |
| 462891                             | Zellerbach Rehearsal Hall         | -                    | 173,585.00             | 201,745.00             | 234,270.00             |
| <b>OFFICE RENTAL</b>               |                                   |                      |                        |                        |                        |
| 435517                             | San Francisco Ballet (OH)         | \$ -                 | \$ 22,170.08           | \$ 23,502.42           | \$ 13,087.76           |
| 435519                             | San Francisco Opera (OH)          | 15,982.59            | 168,059.94             | 105,423.64             | 125,228.74             |
| 435539                             | San Francisco Symphony (DSH)      | 16,099.20            | 128,793.60             | 106,192.80             | 114,552.00             |
| 435540                             | Veterans Bldg. Office Rent (SFO)  | 40,199.22            | 337,576.35             | 264,804.98             | 322,478.10             |
| 462861                             | Veterans Building Occupancy Fees  | 10,437.66            | 87,154.92              | 68,924.94              | 1,625.82               |
| <b>FOOD/BEVERAGE CONCESSIONS</b>   |                                   |                      |                        |                        |                        |
| 435611                             | Opera House                       | \$ 147,767.55        | \$ 291,962.25          | \$ -                   | \$ 276,209.89          |
| 435611                             | Herbst Theatre                    | 958.89               | 17,692.97              | -                      | 52,832.21              |
| 435631                             | Davies Symphony Hall              | 65,228.70            | 142,819.61             | -                      | 211,591.81             |
| <b>PROGRAM CONCESSIONS</b>         |                                   |                      |                        |                        |                        |
| 435612                             | Opera House                       | \$ -                 | \$ -                   | \$ 544.85              | \$ 885.03              |
| 435612                             | Herbst Theatre                    | 12.88                | 1,287.27               | -                      | 3,197.70               |
| 435632                             | Davies Symphony Hall              | 460.74               | 4,311.30               | 64.45                  | 5,591.10               |
| <b>OTHER</b>                       |                                   |                      |                        |                        |                        |
| 435232                             | Parking Fees                      | \$ 3,740.00          | \$ 24,251.00           | \$ 28,192.50           | \$ 32,426.50           |
| 462899                             | Miscellaneous Revenue             | 6,552.00             | 107,131.09             | 33,446.00              | 166,035.21             |
| <b>GROSS REVENUE</b>               |                                   | <b>\$ 479,391.93</b> | <b>\$ 2,917,261.68</b> | <b>\$ 1,964,788.59</b> | <b>\$ 3,442,088.92</b> |
| Less 15% War Memorial Reserve      |                                   | \$ (71,908.79)       | \$ (437,589.25)        | \$ (294,718.29)        | \$ (516,313.34)        |
| Payment to War Memorial Commission |                                   | (4,450.00)           | (27,800.00)            | (18,150.00)            | (26,034.00)            |
| <b>NET REVENUE</b>                 |                                   | <b>\$ 403,033.14</b> | <b>\$ 2,451,872.43</b> | <b>\$ 1,651,920.30</b> | <b>\$ 2,899,741.58</b> |
| <b>OTHER FUNDS</b>                 |                                   |                      |                        |                        |                        |
| 435614                             | Concessions Equipment Replacement | \$ 9,966.91          | \$ 20,956.83           | \$ -                   | \$ 26,269.27           |

**San Francisco War Memorial**  
**FY 2022 - 2023 Appropriations Report - February 28, 2023**

| Account | DESCRIPTION                            | REVISED APPROPRIATION | YTD ENCUMBERED & EXPENDED | BALANCE             |
|---------|--|-----------------------|---------------------------|---------------------|
| 501010  | Permanent Salaries                     | \$ 6,943,350          | \$ 4,020,273              | \$ 2,923,077        |
| 505010  | Temporary Salaries                     | \$ 381,958            | \$ 447,056                | \$ (65,098)         |
| 509010  | Premium Pay                            | \$ 153,945            | \$ 88,726                 | \$ 65,219           |
| 510210  | One-Time Salaries Payments             | \$ -                  | \$ 139,370                | \$ (139,370)        |
| 511010  | Overtime                               | \$ 254,732            | \$ 94,472                 | \$ 160,260          |
| 501070  | Holiday                                | \$ 102,799            | \$ 65,782                 | \$ 37,017           |
| 513000  | Mandatory Fringe Benefits              | \$ 3,551,653          | \$ 2,135,530              | \$ 1,416,123        |
| 521030  | Air Travel                             | \$ 6,000              | \$ -                      | \$ 6,000            |
| 521050  | Non-Air Travel                         | \$ 15,000             | \$ -                      | \$ 15,000           |
| 522000  | Training                               | \$ 46,098             | \$ 8,731                  | \$ 37,367           |
| 523010  | Auto Mileage // Local Field Expense    | \$ -                  | \$ -                      | \$ -                |
| 524010  | Membership Dues                        | \$ 3,909              | \$ 3,325                  | \$ 584              |
| 527090  | Special Inspection & Testing Services  | \$ 10,184             | \$ 22,291                 | \$ (12,107)         |
| 527610  | Systems Consulting                     | \$ 17,000             | \$ 7,460                  | \$ 9,540            |
| 527990  | Other Professional Services            | \$ 124,372            | \$ 126,638                | \$ (2,266)          |
| 528010  | Scavenger Service                      | \$ 225,940            | \$ 131,330                | \$ 94,609           |
| 528030  | Pest Control                           | \$ 51,643             | \$ 44,811                 | \$ 6,831            |
| 528910  | Elevator Service                       | \$ 278,639            | \$ 278,734                | \$ (95)             |
| 528990  | Other Building Maintenance Services    | \$ 928,000            | \$ 942,203                | \$ (14,202)         |
| 529110  | Data/Word Processing Maintenance       | \$ 15,000             | \$ -                      | \$ 15,000           |
| 529990  | Other Equipment Maintenance            | \$ 50,573             | \$ 31,874                 | \$ 18,699           |
| 531000  | Equipment Lease/Rental                 | \$ 22,473             | \$ 19,672                 | \$ 2,801            |
| 535000  | Other Current Expenses (535000-535990) | \$ 120,015            | \$ 76,425                 | \$ 43,590           |
| 540000  | Materials & Supplies                   | \$ 347,518            | \$ 304,695                | \$ 42,823           |
| 552110  | Taxes (Community Benefit District)     | \$ 175,434            | \$ 173,779                | \$ 1,655            |
| 552115  | Sales Tax                              | \$ 1                  | \$ 1                      | \$ -                |
| 552210  | Fees, Licenses and Permits             | \$ 34,442             | \$ 6,971                  | \$ 27,471           |
| 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          | \$ 742,042                | \$ 649,320          |
| 581063  | PUC - Sewer Service                    | \$ 98,661             | \$ 97,163                 | \$ 1,498            |
| 581064  | PUC - Water                            | \$ 89,280             | \$ 76,159                 | \$ 13,121           |
| 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          | \$ 1,892,906              | \$ 2,299,119        |
| 581430  | GF-HR-Equal Emplmnt Opportuni          | \$ 28,266             | \$ 14,133                 | \$ 14,133           |
| 581450  | DHR - Management Training              | \$ 44,816             | \$ -                      | \$ 44,816           |
| 581460  | DHR - Workers Compensation             | \$ 154,157            | \$ 40,430                 | \$ 113,727          |
| 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           |
|         | <b>TOTAL OPERATING</b>                 | <b>\$ 20,474,948</b>  | <b>\$ 12,253,139</b>      | <b>\$ 8,221,809</b> |
| 14680   | Facilities Maintenance                 | \$ 833,148            | \$ 742,900                | \$ 90,248           |
| 067ACP  | Capital Improvements                   | -                     | -                         | -                   |
| 067ACP  | Capital Equipment                      | -                     | -                         | -                   |
|         | <b>GRAND TOTAL</b>                     | <b>\$ 21,308,096</b>  | <b>\$ 12,996,039</b>      | <b>\$ 8,312,057</b> |
| 10000   | Debt Service                           | \$ 9,520,809          | \$ 9,299,077              | \$ 221,732          |
| 14720   | War Memorial Reserve                   | \$ 1,569,003          | \$ 392,078                | \$ 1,176,926        |
| 14700   | Concessions Equip. Repl. Fund          | \$ 51,925             | \$ 7,191                  | \$ 44,734           |

**San Francisco War Memorial  
FY 2022-2023 Housekeeping Expenditures - February 28, 2023**

| PO Number                    | Description                            | Amount               | Fund Source |
|------------------------------|--|----------------------|-------------|
| <b><u>PURCHASE ORDER</u></b> |  |                      |             |
| 695393                       | B B I ENGINEERING INC                  | \$ 258.26            | 14670       |
| 695488                       | STAPLES BUSINESS ADVANTAGE             | \$ 396.37            | 14670       |
| 695633                       | GRAINGER                               | \$ 274.39            | 14670       |
| 695636                       | GRAINGER                               | \$ 4,415.99          | 14670       |
| 695650                       | BEARING AGENCIES INC                   | \$ 277.38            | 14670       |
| 695662                       | CHARLES PANKOW BUILDERS LTD            | \$ 8,652.00          | 14680       |
| 695894                       | RMI MECHANICAL CONTRACTOR INC          | \$ 2,725.00          | 14680       |
| 695907                       | INTERNATIONAL FIRE INC                 | \$ 2,339.58          | 14670       |
| 696705                       | RMI MECHANICAL CONTRACTOR INC          | \$ 5,000.00          | 14680       |
| 696718                       | SIMONDS MACHINERY CO                   | \$ 8,858.40          | 14680       |
| 697258                       | GRAINGER                               | \$ 451.78            | 14670       |
| 697278                       | D T C GRIP & ELECTRIC INC              | \$ 2,990.77          | 14670       |
| 697286                       | RMI MECHANICAL CONTRACTOR INC          | \$ 2,725.00          | 14680       |
| 697456                       | CHARLES PANKOW BUILDERS LTD            | \$ 3,319.13          | 14680       |
| 698650                       | XTECH                                  | \$ 135.00            | 14670       |
| 699048                       | GALA SYSTEMS INC                       | \$ 6,300.00          | 14670       |
| 699824                       | TK ELEVATOR CORPORATION                | \$ 9,876.00          | 14680       |
| 699829                       | UNION DOOR                             | \$ 12,115.00         | 14690       |
| 699885                       | XTECH                                  | \$ 125.00            | 14670       |
| 700032                       | KELLY-MOORE PAINT CO INC               | \$ 1,563.44          | 14670       |
| 700048                       | GRAINGER                               | \$ 852.65            | 14670       |
| 700945                       | R B PETROLEUM SERVICES                 | \$ 2,520.00          | 14670       |
| 701843                       | MEADOW DESIGN INC                      | \$ 9,600.00          | 14670       |
| 702183                       | B B I ENGINEERING INC                  | \$ 250.24            | 14670       |
| 702186                       | R B PETROLEUM SERVICES                 | \$ 1,551.91          | 14670       |
| 702206                       | GRAINGER                               | \$ 1,981.72          | 14670       |
| 702218                       | MAINLINE SECURITY INC.                 | \$ 3,914.15          | 14670       |
| 702282                       | SIEMENS INDUSTRY INC                   | \$ 11,302.67         | 14690       |
|                              |  |                      |             |
|                              |  |                      |             |
|                              | <b>Total</b>                           | <b>\$ 104,771.83</b> |             |
|                              |  |                      |             |
| <b>FUND CODE:</b>            | <b>DESCRIPTION:</b>                    |                      |             |
| 14670                        | Operating                              | \$ 40,198.63         |             |
| 14680                        | Facilities Maintenance                 | \$ 41,155.53         |             |
| 14690                        | Capital Projects                       | \$ 23,417.67         |             |
| 14700                        | Concessions Equipment Replacement Fund | \$ -                 |             |
| 14720                        | War Memorial Reserve                   | \$ -                 |             |
| 14820                        | Gift Fund                              | \$ -                 |             |
|                              | <b>Total</b>                           | <b>\$ 104,771.83</b> |             |

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

**Thursday, February 9, 2023**

The Budget & Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:30 p.m. on Thursday, February 9, 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 Fisher, Trustee Kopp, and Trustee Muduroglu  
*(in person)*

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 opened the meeting by reminding the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and this being the second of the two meetings of the Budget and Finance Committee being held to review the Department's proposed budget, originally presented on Wednesday, January 25, 2023. Chair Lui noted that in advance of the meeting, Committee members received several items, including staff's revised budget presentation and revised summary of staff's proposed revenue and expenditures for the next two fiscal years.

Chair Lui then invited Director of Finance & Administration Donna D'Cruz to review staff's revised Departmental Budget proposal. Director D'Cruz began noting there were not many changes since the initial presentation to the Committee given on January 25, 2023.

Director D'Cruz described the projected performance and event activity is what drives the earned revenue for the Department. She reminded the Committee that, as presented in the previous meeting, the projections for the next two fiscal years are more conservative for Fiscal Year 2024 and then set to increase in Fiscal Year 2025. She stated that despite the success of the Nutcracker season, the Department is not likely to hit the projected earned revenue for the current fiscal year. She also noted that audiences currently still sit under 1,000,000, and thus the Department will be projecting 850,000 people for fiscal year 2024 and 875,000 people in fiscal year 2025.

Director D'Cruz reported on the staffing and position summary for the Department, also not changing from the previous presentation, of 5 positions being put into attrition for salary savings for fiscal year 2024. She also remarked that there are 4 positions budgeted for attrition in Fiscal Year 2025.

Director D'Cruz turned to the Revenue Summary next and focused on the changes since the January 25, 2023, meeting. She explained that the War Memorial is a special fund department and is allowed to put monies that were not used from previous years into a special fund balance, where they sat for a year, and then could be used by the department to balance the budget. She remarked that the fund balance in the previous revenue summary was \$357,000 dollars which had to be increased to \$759,000 for fiscal year 2024 and increased from \$446,000 to \$771,000 for fiscal year 2025.

Director D'Cruz stated that the IDS (interdepartmental services) projections from other City Departments have increased in fiscal year 2024, by approximately \$400,000 dollars, and the Department had to use fund balance to



balance. She noted that Public Utilities, Rec and Park, and Real Estate (custodial services), have increased their service rates which affects what the War Memorial pays. She stated that this amount will stay the same for fiscal year 2024-25 in anticipation of similar charges and rates.

Director D’Cruz noted that the department will be meeting with Capital Planning the following week and currently do not know whether the Department will receive the \$9.6 million requested. Vice President Lui remarked that staff should double-check with contractors that the \$9.6 million dollar number is still accurate and workable. Director D’Cruz noted that because the Department will have to go through Department of Public Works, once the War Memorial finds out how much money Capital Planning allocates for the mansard roof project and Opera House elevators, then they can begin proceedings with contractors. Director D’Cruz explained that if they do not receive the \$9.6 million, she will be requesting balance funds again for next year. She noted that \$7 million was projected for the allocation for the Opera House mansard roof and \$2.6 million for the Opera House elevators. Trustee Fisher noted that if these projects are not funded now, they become more expensive over time. Vice President Lui remarked that Capital Planning should be reminded that the initial cost of the Mansard roof was \$4 million back in 2019 and then, after the pandemic, the cost went up to \$12 million and if delayed will increase even further in cost. President Horn noted that the Mayor’s Chief of Staff came to the Board and promised the funds to the War Memorial, in exchange for being allowed to sell the air rights over the War Memorial buildings.

Director D’Cruz also addressed a question that Trustee Kopp raised at the January 25, 2023 Budget and Finance Committee meeting regarding the City’s contract with Recology. She reported that no other vendor has yet to contract with the City, and Recology remains currently the provider for waste management.

Following discussion, and on motion of Trustee Fisher, 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 staff’s proposed War Memorial Departmental War Memorial Departmental Budget Requests for Fiscal Years 2023-24 and 2024-25.

#### **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, Chair Lui adjourned the meeting at 1:42 p.m.

Rob Levin  
Executive Secretary

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

**Thursday, February 9, 2023**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, February 9, 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 Newstat, and Trustee Wilsey

Absent: Trustee Gatti, Trustee Pelosi, Trustee Rocco, and Trustee Wright

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

**PRESIDENT'S REPORT**

**Retirement of Sharon Walton:** President Horn reported on the retirement of Communications and Events Manager, Sharon Walton. He proposed to the Board a resolution to commemorate Ms. Walton's retirement, which was seconded by Trustee Wilsey, and was unanimously adopted:

RESOLUTION NO. 23-03

*Whereas,* **SHARON WALTON** will retire on February 10, 2023, following a 26 year long association with the San Francisco War Memorial and Performing Arts Center; and

*Whereas,* Sharon Walton began her career with the City and County of San Francisco as the first ever Facilities Administrator of War Memorial in June of 1997, supporting the Food and Beverage Concessionaire Request for Proposal process, by diligently creating inventories and skillfully onboarding and overseeing two new concessionaires, Service America, and Patina; and

*Whereas,* Sharon Walton improved the accessibility of the San Francisco Performing Arts Center for persons with disabilities, relying on her knowledge of the requirements of the Americans with Disabilities Act as well as her lived experience as an audience member, and a person with an invisible disability; and

*Whereas,* after five years of outstanding service, Sharon Walton resigned from the War Memorial in June 2001, only to return in the temporary role of the Booking Administrator in September 2002, ensuring the continued efficient use of the venues during a colleagues' family leave; and

*Whereas,* during her long affiliation with the San Francisco War Memorial and Performing Arts Center, Sharon Walton served in many temporary assignments from 2008 to 2016, covering a multitude of positions, including: Foundation Accountant, Receptionist, and Green Room Booking Manager; and

*Whereas,* as an indispensable part of the Event and House Management team, Sharon Walton welcomed and assisted countless patrons in Herbst Theatre; and ensured the Center's venues and their tenants were treated respectfully by event planners and film and photo clients; and

*Whereas,* in late 2016, Sharon Walton accepted the full-time position of Communications and Events Manager at the War Memorial, calmly and efficiently handling requests, issues and concerns from the public and the press, while overseeing the continual improvement of the Center's website; and

*Whereas,* Sharon Walton, expertly facilitated remote meetings for a variety of departments, from May 2020 through February 2021, as an Essential Worker, on behalf of the department, during the initial COVID outbreak; and

*Whereas,* Sharon Walton was instrumental in developing the War Memorial's first ever Racial Equity Plan, while leading the employee Racial Equity Team with sensitivity and grace; and

*Whereas,* Sharon Walton's varied skillset, perpetual can-do spirit, and dedicated efforts have contributed to the War Memorial's mission of providing safe, first-class facilities to promote cultural, educational and entertainment opportunities to residents of and visitors to San Francisco; now Therefore Be It

**RESOLVED,** By the Board of Trustees of the War Memorial of San Francisco to hereby thank and commend **SHARON WALTON** for her outstanding service to the San Francisco War Memorial and Performing Arts Center, and for her dedicated service to the cultural community of San Francisco and extend to her heartfelt best wishes on the occasion of her retirement.

On invitation from President Horn, Ms. Walton addressed the Trustees, and remarked on the magic that is performed on the War Memorial stages. She expressed that it has been her privilege to work with those who the general public do not see, those who work backstage, to help continue that magic for the public to enjoy and thanked the Board.

**Lunar New Year:** President Horn noted that the San Francisco Symphony had a very successful Lunar New Year Celebration Concert, the 23<sup>rd</sup> anniversary of the signature event, kicking off the Year of the Rabbit. He acknowledged and recognized Vice President Lui who has chaired the event many times and is always behind the scenes organizing and helping the event. He expressed his congratulations to her and the San Francisco Symphony. Vice President Lui thanked the Symphony for their commitment to diversity and the inclusiveness of so many different Asian communities in the event.

**APEC Conference:** President Horn stated that the Asia Pacific Economic Cooperation CEO Summit, which will include CEOs from some of the largest corporations in the world, plus 21 heads of state and President Biden, will be held in San Francisco this year. He noted that depending on the venues selected for the event, it may have effects on the operations of the War Memorial, for the week of Nov 10-17, 2023. The event planners were shown venues and spaces across the entire city although no venue decisions have been made yet. President Horn acknowledged that Chief of Protocol, Trustee Muduroglu, is heavily involved, and invited her to speak to the Board about the event. Trustee Muduroglu noted that it is a huge opportunity for the City, although the War Memorial venues were not reviewed as potential venues for the event, they may certainly be affected due to the proximity to City Hall. She stated that most of the event will be held at the Moscone Center and that there would be 200-300 delegates from each of the 21 countries invited. She noted that this is an amazing economic opportunity to create partnerships and interact with heads of state, although security will be intensified over this time period. She reported on the difficulty of winning the contract and how large of an opportunity it is. Vice President Lui asked about whether local communities would be contacted, as this is an Asian-focused conference, and Chinatown has not been made aware of this to-date. President Horn noted that this is because the event has not been publicized yet, he wanted to give the information to the Board as a heads-up well in advance of the event. Acting Managing Director Levin also noted he let the resident companies know about this so they would be aware and might be interested in providing some cultural piece to accompany this event.

**Managing Director Position:** President Horn then asked Director Levin to step out of the room. President Horn gave a brief update on the Managing Director search. He reported that the Director of Finance and Administration advised him that there is a process that must be followed with the Department of Human Resources before jobs can be posted, and they are currently waiting on the final signoff. President Horn also announced that he met with Assistant Managing Director and current Acting Managing Director Rob Levin to discuss the role, and after being in the seat since December 2022, he has decided to put himself in the running as a potential candidate to lead the Department. President Horn noted that he will not be able to participate in the vetting or candidate selection process but is confident that staff will be able to vet candidates and present finalists

to the Special Hiring Committee and then to the full Board. Acting Managing Director Levin then returned to the room.

### 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 January 12, 2023 Special Hiring Committee meeting; the minutes of the January 12, 2023 Regular Board meeting; the minutes of the January 25, 2023 meeting of the Budget and Finance Committee; Rental Requests for February 9, 2023, including Supplemental Rental Requests for February 9, 2023; and the Revenue, Appropriations and Housekeeping Expenditures reports for January 2023.

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

#### RESOLUTION NO. 23-04

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco the minutes of the January 12, 2023 Special Hiring Committee meeting; the minutes of the January 12, 2023 Regular Board meeting; the minutes of the January 25, 2023 meeting of the Budget and Finance Committee; Rental Requests for February 9, 2023, including Supplemental Rental Requests for February 9, 2023; and the Revenue, Appropriations and Housekeeping Expenditures reports for January 2023 are hereby approved.

**Form 700:** Director Levin reminded the Board that the annual Form 700 and Ethics and Sunshine training are due April 3, 2023. Public Information Officer Francesca Cicero confirmed to the Board that they are required to complete the Ethics and Sunshine training every year, in addition to the Form 700, and noted that this requires filing a Declaration, which is in the online Netfile system.

#### **Resolution to Allow Teleconferenced Meetings Under California Government Code section 54953(e):**

Director Levin gave an update on the resolution to allow teleconferenced meetings that was required during the pandemic emergency to be passed every 30 days, allowing for hybrid access to the meetings. He reminded the Board that at the February meeting, the Mayor had just come out with a memorandum requiring all board and commission members to return to in-person meetings on March 1, 2023. He also stated that there is an emergency meeting of the Commission Secretaries on February 10, 2023, which is likely to discuss reserving some aspect of hybrid meetings for public comment.

**New Interested Parties List:** - Director Levin noted that staff is keeping the Interested Parties list, as defined in the Behested Payments Legislation, current and up-to-date on a quarterly basis, and the latest version will be circulated to Trustees after the meeting.

**Update on Global Gourmet Catering Request for Change to Contract Terms:** - Director Levin also reported that Global Gourmet Catering is currently refining their request to the Board to change contract terms, since the last Board meeting. He noted that once staff receives the updated request, a Presentors Liaison Committee meeting will be scheduled at that time.

**AIDS Quilt Panel on Display in Opera House:** - Director Levin mentioned that the AIDS Quilt is currently experiencing a revival, a symbol of hope and healing for the AIDS epidemic, being juxtaposed to the current landscape as we emerge from the recent COVID-19 pandemic. He noted that a panel of the AIDS Quilt, devoted to San Francisco theater, is currently on display at the Opera House on the Grand Tier (North Side).

### COMMITTEE REPORT

**Budget & Finance Committee:** President Horn reported that the Budget and Finance Committee meeting met at 1:30pm to consider the War Memorial Departmental Budget for Fiscal Years 2023-24 and 2024-25. Chair Lui

reported on behalf of the Committee.

Chair Lui stated that the Budget and Finance Committee held meetings on January 25, 2023, and immediately preceding the meeting, to consider and adopt recommendations on the War Memorial department's proposed budgets for Fiscal Year 2023-24 and Fiscal Year 2024-25, including revenues and expenditures, facility maintenance, and capital budgets. She noted that following discussion, the Committee voted to recommend approval of staff's proposed budget for both fiscal years.

Following discussion, President Horn requested a motion to adopt the report of the Budget and Finance Committee. On motion of Trustee Fisher, seconded by Trustee Wilsey, Trustees voted unanimously to recommend approval of staff's proposed two-year budget for Fiscal Year 2023-24 and Fiscal Year 2024-25.

#### RESOLUTION NO. 23-05

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco to adopt the report of the Budget and Finance Committee and approve staff's proposed War Memorial Department two-year budget for Fiscal Year 2023-24 and Fiscal Year 2024-25.

President Horn thanked Chair Lui for jumping in to chair the meeting and for staff's involvement in completing the budget, specifically Donna D'Cruz and Dave Salem in the Finance Department.

#### REGULAR ITEMS

**Consideration of Request from American Legion for Waiver of The Green Room Rental Fees:** President Horn stated that prior to the meeting Trustees received a letter from the American Legion War Memorial Commission requesting a waiver of rental fees to present a fundraising event in The Green Room on March 17, 2023. He noted the letter indicated the event is to raise funds for veteran and community projects in San Francisco. President Horn invited the Chair of the American Legion War Memorial Commission to address questions from the Board, but she was not present at the meeting. President Horn postponed the item to be taken up at the March 9, 2023 meeting, and requested that someone from the Commission be available to answer questions then.

#### GOOD AND WELFARE

There being no 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](mailto: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 2:36 p.m.

Rob Levin  
Executive Secretary

DRAFT



February 27, 2023

Members of the Board of Trustees San Francisco War Memorial Board Performing Arts Center

401 Van Ness Avenue

San Francisco, CA 94102

Dear Trustees,

As the Trustees are aware, closures, show schedule reduction, staffing issues, mask mandates, service style changes and other challenges to doing business due to Covid have had a large impact on Global Gourmet's financial health at the War Memorial Performing Arts Center. The Board of Trustees was made aware of many of these issues during our request for price increases at the November, 2022 Board Meeting and voted to allow for the requested changes. Again, thank you all very much to the Board for the approval. Unfortunately, even with this assistance from the Board, Global Gourmet continues to face financial challenges operating food and beverage services at the War Memorial properties as we all come out of the devastating effects of the pandemic on business across the board.

That said, we are thrilled to inform the Board of Trustees that concession and catering services performed so well in the month of December, 2022 (in no small part due to the price increases approved by the Board) that the overall performance for the year was vastly improved. It appears that losses over the entirety of the five year agreement appear to be minimized to a degree that allows Global Gourmet to sustain operations in spite of the reduction in sales caused by the effects of the pandemic. Therefore, we are no longer requesting a reduction in rent. We are though requesting the following amendment to the original contract to reduce the ongoing financial pressure created by the pandemic:

Forgive outstanding and future CapEx requirements for the original five year term only of the contract.

- Since the start of the contract for concession services GGC has spent \$102,607.78 on CapEx (expenditures attached). The balance of unspent CapEx plus CapEx through the end of the original term is \$272,392 We respectfully request that this expenditure be forgiven/waived. This is not a request to renegotiate future CapEx requirements in the second five year term.
- In the post-covid environment (2021-2022) GGC earned \$255,232 in net operating income. If the CapEx accrual is included in the financial results, GGC will have only made \$105,232 in income on total sales of \$5,877,041.
- In contrast, during this period War Memorial rent revenue totalled \$827,832.

Thank you again for your consideration and partnership! We are very much looking forward to a great year ahead.



Sincerely,

Laura Lyons

CEO

Avatar Foods International, Inc.

dba Global Gourmet Catering



| <b>War Memorial Capitalized Eq Expenditures</b>                            |   |                     | <b>Total Per Files Found</b> |  | <b>\$ 102,607.78</b> |
|--|---|---------------------|------------------------------|--|----------------------|
| <b>Name</b>  | <b>Memo</b>   | <b>Amount</b>       |                              |  |                      |
| Trimark Economy Restaurant Fixtures  | S/B Cap Expenditures - Refrigerator & Door            | \$ 11,142.63        |                              |  |                      |
| Trimark Economy Restaurant Fixtures  | 7" bowl/ Beverage Dispenser- 643663/1                 | \$ 1,377.30         |                              |  |                      |
| Pottery barn outlet  | Furniture for WM bout at Pottery Barn Outlet by Scott | \$ 1,451.81         |                              |  |                      |
|  |   | <b>\$ 13,971.74</b> |                              |  |                      |
| <b>War Memorial WiFi for POS</b>   |   |                     |                              |  |                      |
| Invoice 35113--Initial Project Fees  | Rayne Techonology Solutions                           | \$ 54,502.00        |                              |  |                      |
| Invoice 35113--Initial Project Fees  | Rayne Techonology Solutions                           | \$ 9,039.00         |                              |  |                      |
| Additional and changes to initial project                                  | Rayne Techonology Solutions                           | \$ 4,936.00         |                              |  |                      |
| Additional wiring installed  | Rayne Techonology Solutions                           | \$ 386.54           |                              |  |                      |
|  |   | <b>\$ 68,863.54</b> |                              |  |                      |
| <b>War Memorial Planned Changes-Architectural Fees (Project Abandoned)</b> |   |                     |                              |  |                      |
| Invoice 2421   | MH Architects   | \$ 8,180.00         |                              |  |                      |
| Invoice 2448   | MH Architects   | \$ 6,935.00         |                              |  |                      |
| Invoice 2368   | MH Architects   | \$ 1,705.00         |                              |  |                      |
| Invoice 2378   | MH Architects   | \$ 1,395.00         |                              |  |                      |
| Invoice 2403   | MH Architects   | \$ 1,557.50         |                              |  |                      |
|  |   | <b>\$ 19,772.50</b> |                              |  |                      |



## **American Legion War Memorial Commission**

**401 Van Ness, Room 101**

**San Francisco, CA 94102**

**Chairman Ellington**

**Wednesday, Jan 25<sup>th</sup> 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