

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: March 10, 2022

DAVIES SYMPHONY HALL

SF Unified School District Music Benefit Concert	April 25, 2022	\$2,900.00 vs 10% \$5,800.00 maximum
Innovation Arts & Entertainment Harry Potter & the Goblet of Fire Film w/ Orchestra	August 11-13, 2022	\$9,520.00 vs 10% \$20,860.00
Emporium Presents Straight No Chaser	December 29, 2022	\$3,060.00 vs 10% \$8,730.00 maximum

WAR MEMORIAL OPERAHOUSE

San Francisco Ballet Ballet Gala VIP Promenade	March 23-24, 2022	\$1,460.00
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The San Francisco Ballet requests use of the south Horseshoe Driveway and east gates from March 23 - March 24, 2022, to install an entrance tent and promenade experience for the Ballet's rescheduled season Opening Gala on March 24, 2022.

San Francisco Ballet Helgi Tomasson Retirement Gala	April 14 – April 28, 2022	\$12,250.00
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The San Francisco Ballet requests use of the Opera House & Veterans Building parking areas, plus the south horseshoe driveway, from approximately April 14 - April 28, 2022 (15 days) to install a tent for the Ballet's Helgi Tomasson Retirement Gala on April 24, 2022. Event will include a reception and dinner, after the performance.

WILSEY CENTER

Sotheby's International Monthly San Francisco Branch Meetings	March 15 – May 18, 2022	\$3,750.00
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San Francisco War Memorial
FY 2021-22 Revenue Report - February 28, 2022

		FEBRUARY REVENUE	FISCAL YEAR TO DATE	LAST YEAR TO DATE	FY 2018-2019
FACILITY RENTAL					
435511	Opera House	\$ 10,797.50	\$ 434,329.51	\$ 71,285.00	\$ 579,326.90
435512	Green Room	(150.00)	56,599.16	2,200.00	265,730.00
435521	Herbst Theatre	1,625.00	119,818.70	11,775.00	357,175.00
435531	Davies Symphony Hall	-	388,790.00	67,915.00	580,465.15
435542	Wilsey Center	-	144,682.14	7,180.00	99,380.00
462891	Zellerbach Rehearsal Hall	6,010.00	207,755.00	33,245.00	234,270.00
OFFICE RENTAL					
435517	San Francisco Ballet (OH)	-	23,502.42	23,502.42	13,087.76
435519	San Francisco Opera (OH)	-	105,423.64	135,545.16	125,228.74
435539	San Francisco Symphony (DSH)	15,170.40	121,363.20	121,362.40	114,552.00
435540	Veterans Bldg. Office Rent (SFO)	-	264,804.98	303,839.09	322,478.10
462861	Veterans Building Occupancy Fees	\$ 11,569.74	80,494.68	81,778.11	1,625.82
FOOD/BEVERAGE CONCESSIONS					
435611	Opera House	33.62	33.62	-	276,209.89
435611	Herbst Theatre	-	-	-	52,832.21
435631	Davies Symphony Hall	-	-	-	211,591.81
PROGRAM CONCESSIONS					
435612	Opera House	-	544.85	-	885.03
435612	Herbst Theatre	-	-	-	3,197.70
435632	Davies Symphony Hall	-	64.45	-	5,591.10
OTHER					
435232	Parking Fees	2,329.00	30,521.50	-	32,426.50
462899	Miscellaneous Revenue	620.00	34,066.00	1,281.00	166,035.21
GROSS REVENUE		\$ 48,005.26	\$ 2,012,793.85	\$ 860,908.18	\$ 3,442,088.92
Less 15% War Memorial Reserve		(7,200.79)	(301,919.08)	(129,136.23)	(516,313.34)
Payment to War Memorial Commission		(3,150.00)	(21,300.00)	(24,345.00)	(26,034.00)
NET REVENUE		\$ 37,654.47	\$ 1,689,574.77	\$ 707,426.95	\$ 2,899,741.58
OTHER FUNDS					
435614	Concessions Equipment Replacement	\$ -	\$ -	\$ -	\$ 26,269.27

San Francisco War Memorial
FY 2021 - 2022 Appropriations Report - February 28, 2022

Account	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 6,473,700	\$ 3,487,045	\$ 2,986,655
505010	Temporary Salaries	\$ 381,958	\$ 453,443	\$ (71,485)
509010	Premium Pay	\$ 108,247	\$ 73,274	\$ 34,974
510210	One-Time Salaries Payments	\$ -	\$ 87,409	\$ (87,409)
511010	Overtime	\$ 185,077	\$ 187,664	\$ (2,587)
501070	Holiday	\$ 99,318	\$ 57,896	\$ 41,422
513000	Mandatory Fringe Benefits	\$ 3,484,112	\$ 2,033,857	\$ 1,450,255
521030	Air Travel	\$ -	\$ -	\$ -
521050	Non-Air Travel	\$ -	\$ -	\$ -
522000	Training	\$ 22,600	\$ 75	\$ 22,525
523010	Auto Mileage // Local Field Expense	\$ -	\$ 250	\$ (250)
524010	Membership Dues	\$ 3,795	\$ 175	\$ 3,620
527090	Special Inspection & Testing Services	\$ 3,952	\$ 16,418	\$ (12,466)
527610	Systems Consulting	\$ 41,989	\$ 1,046	\$ 40,942
527990	Other Professional Services	\$ 81,320	\$ 28,957	\$ 52,363
528010	Scavenger Service	\$ 224,432	\$ 142,764	\$ 81,669
528030	Pest Control	\$ 45,889	\$ 32,567	\$ 13,322
528910	Elevator Service	\$ 262,170	\$ 131,965	\$ 130,205
528990	Other Building Maintenance Services	\$ 730,761	\$ 352,062	\$ 378,699
529110	Data/Word Processing Maintenance	\$ 16,620	\$ 2,025	\$ 14,595
529990	Other Equipment Maintenance	\$ 37,282	\$ 40,991	\$ (3,709)
531000	Equipment Lease/Rental	\$ 17,989	\$ 21,751	\$ (3,762)
535000	Other Current Expenses (535000-535990)	\$ 67,317	\$ 45,268	\$ 22,049
540000	Materials & Supplies	\$ 327,517	\$ 271,192	\$ 56,325
552110	Taxes (Community Benefit District)	\$ 275,851	\$ -	\$ 275,851
552115	Sales Tax	\$ -	\$ 67	\$ (67)
552210	Fees, Licenses and Permits	\$ 34,169	\$ 11,382	\$ 22,787
581051	PUC - Light, Heat and Power	\$ 958,817	\$ 656,532	\$ 302,285
581063	PUC - Sewer Service	\$ 77,412	\$ 46,750	\$ 30,662
581064	PUC - Water	\$ 74,031	\$ 44,066	\$ 29,965
581140	DT - Technology Projects	\$ 80,513	\$ 1,280	\$ 79,233
581210	DT - Technology Infrastructure	\$ 149,552	\$ 74,776	\$ 74,776
581270	City Attorney - Legal Services	\$ 93,000	\$ 25,989	\$ 67,011
581325	DTIS - Enterprise Agreement	\$ 11,553	\$ 11,553	\$ -
581360	DTIS - Telephone Services	\$ 30,480	\$ 13,786	\$ 16,694
581410	GSA - Custodial Services	\$ 2,742,425	\$ 1,443,151	\$ 1,299,274
581450	DHR - Management Training	\$ 42,790	\$ -	\$ 42,790
581460	DHR - Workers Compensation	\$ 135,203	\$ 55,566	\$ 79,637
581570	DPH - Medical Services/Training	\$ 61,732	\$ 383	\$ 61,349
581580	DPH - Toxic Waste & Haz. Mat Svcs.	\$ 24,556	\$ 162	\$ 24,393
581820	Purchasing - Reproduction	\$ 8,500	\$ -	\$ 8,500
581880	Rec. Park - Gardener Services	\$ 187,264	\$ 94,388	\$ 92,876
TOTAL OPERATING		\$ 17,603,894	\$ 9,947,926	\$ 7,655,968
14680	Facilities Maintenance	\$ 585,888	\$ 81,899	\$ 503,989
067ACP	Capital Improvements	\$ -	\$ -	\$ -
067ACP	Capital Equipment	\$ -	\$ -	\$ -
GRAND TOTAL		\$ 18,189,782	\$ 10,029,825	\$ 8,159,957
10000	Debt Service	\$ 9,502,809	\$ 9,437,088	\$ 65,721
14720	War Memorial Reserve	\$ 1,649,456	\$ 117,322.97	\$ 1,532,133
14700	Concessions Equip. Repl. Fund	\$ 52,424	\$ -	\$ 52,424

San Francisco War Memorial FY 2021-2022 Housekeeping Expenditures - February 28, 2022			
PO Number	Description	Amount	Fund Source
PURCHASE ORDER			
595288	B B I ENGINEERING INC	\$ 173.40	14670
596083	RECOLOGY SUNSET SCAVENGER COMPANY	\$ 71,025.54	14670
596174	Quality Time Equipment	\$ 854.84	14670
597757	ISLAND CREATIVE MANAGEMENT LLC	\$ 2,542.50	14720
597773	GRAINGER	\$ 180.80	14670
597777	GRAINGER	\$ 1,123.55	14670
597802	B B I ENGINEERING INC	\$ 10,781.50	14720
597804	KELLY-MOORE PAINT CO INC	\$ 2,881.79	14670
599594	B B I ENGINEERING INC	\$ 35,714.47	14720
599653	BEARING AGENCIES INC	\$ 780.44	14670
599681	D T C GRIP & ELECTRIC INC	\$ 40,462.68	14720
599685	GRAINGER	\$ 797.52	14670
	Total	\$ 167,319.03	
FUND CODE:	DESCRIPTION:		
14670	Operating	77,817.88	
14680	Facilities Maintenance		
14690	Capital Projects		
14700	Concessions Equipment Replacement Fund		
14720	War Memorial Reserve	89,501.15	
	Total	\$ 167,319.03	

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, February 10, 2022

The Board of Trustees of the War Memorial of San Francisco met remotely for its regular board meeting on Thursday, February 10, 2022, at 2:00 p.m., President Horn presiding.

ROLL CALL

Present: President Horn, Vice President Lui, Trustee Gatti, Trustee Kopp, Trustee Myatt, Trustee Pelosi, Trustee Wilsey, and Trustee Wright

Absent: Trustee Moscone

Staff Present: John Caldon, Managing Director

PRESIDENT'S REPORT

President Horn opened the meeting noting that the meeting is being held remotely. He reported that he has met with the Mayor's Chief of Staff and the Mayor about when the Board can resume meeting in-person. President Horn explained that the Mayor issued an emergency order in 2020 mandating that City departments meet remotely until the mandate is lifted. He reported that the Chief of Staff is in active conversations with the City Attorney to carve out exceptions for boards that want to resume in-person meetings. President Horn expressed his hope that Trustees will be able to return to an in-person meeting for the regular board meeting in March.

San Francisco Ballet Opening: President Horn reported that the San Francisco Ballet opened its 2022 Repertory Season on February 1, 2022 with Program 1, featuring Helgi Tomasson's "Trio," the world premiere of Cathy Marston's "Mrs. Robinson," and Balanchine's "Symphony in C." On behalf of Trustees, President Horn extended best wishes to the Ballet for a wonderful season.

Ballet and Opera Request: President Horn noted that prior to the meeting, Trustees received a joint letter from the Ballet and Opera regarding a possible donor-funded project to upgrade lobby areas in the Opera House. So that the request may be heard and considered, President Horn referred the matter to the Building Committee and requested the Committee meet to hear the proposal and provide recommendations to the full Board.

Global Gourmet Request: President Horn stated that Global Gourmet Catering, the War Memorial's exclusive concessionaire, submitted a request to Trustees to extend the Original Term of its Agreement. He noted that Global Gourmet's current agreement includes an Original Term lasting five years, which began August 1, 2018. He reported that the War Memorial has the option to renew the Agreement for an additional five years following the Original Term. President Horn explained that to exercise the renewal option, Global Gourmet must first submit a letter of request to this Board eighteen months before the Original Term expires, which falls this month, February 2022.

President Horn acknowledged that due to COVID, the War Memorial was closed for eighteen months during the Original Term of Global Gourmet's Agreement. He noted that for this reason, Global Gourmet is requesting to extend the Original Term of the Agreement by eighteen months, rather than requesting that Trustees exercise the renewal option.

President Horn referred the matter to the Presentors Liaison Committee to consider this request and asked that it meet to provide a recommendation to the full Board.

MANAGING DIRECTOR'S REPORT

Approval of Consent Agenda: Director Caldon stated that items submitted on the Consent Agenda included: minutes of the January 12, 2022 special meeting of the Board; minutes of the January 26, 2022 Budget and Finance Committee meeting; Rental Requests for February 10, 2022; Refund Requests for February 10, 2022; January 2022 Housekeeping Expenditure Reports; and the Resolution adopting findings under Assembly Bill 361 to continue remote meetings. On motion of Trustee Kopp, seconded by Trustee Wilsey, the following resolution was unanimously adopted:

RESOLUTION NO. 22-02

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that minutes of the January 12, 2022 special meeting of the Board; minutes of the January 26, 2022 Budget and Finance Committee meeting; Rental Requests for February 10, 2022; Refund Requests for February 10, 2022; January 2022 Housekeeping Expenditure Reports; and the Resolution adopting findings under Assembly Bill 361 to continue remote meetings, are hereby approved.

COVID Update: Director Caldon discussed the latest developments in public health measures taken to address the pandemic. He noted that there has been a frenzy of health orders being issued at a rapid pace with the rules continuing to change as the omicron surge appears to be subsiding. Director Caldon noted that in the performance and event spaces vaccinations are still required, as well as boosters for those eligible, and that masks are still required, with the use of N95 and KN95 masks being encouraged.

Director Caldon reported that food and beverages are being served in lobbies only, with no food or drink being allowed in the auditorium, to encourage patrons to keep their masks on. He reported that with the consent of the City Attorney, Mayor's Office, and Department of Public Health, the War Memorial has been more restrictive than health orders require in order to protect patrons and staff. He remarked that there have been fewer exposure notices received lately, which is a change from January when the department was receiving approximately three notices per day.

Director Caldon noted that the current rules are complex, as there are different vaccination requirements based on a person's age group with ranges of 0-2, 2-4, 5-11, 12-16, and 17 and up. He acknowledged it is complicated for front-of-house staff to manage and commended their performance.

Trustee Wilsey inquired about someone who recently tried to attend the Symphony who was denied entry due to lacking a booster shot. She asked whether the venues are allowing any vaccination exemptions. Director Caldon responded that no vaccination exemptions are currently permitted, including for medical or religious reasons.

Vice President Lui then asked about whether the venues would continue with the masking requirement, as the state of California appears to be loosening its requirements regarding masks indoors. Director Caldon responded that staff's position is to continue the mask mandate. He stated that the Ballet and Symphony, both of which are currently in production, as well as numerous presenters in the Herbst Theatre, have informed staff that their patrons desire that the mask mandate and vaccination requirements remain in place. Director Caldon noted that subscription packages are sold several months in advance, so at the time current subscribers purchased their tickets, they were provided a commitment about masks and vaccination requirements. He stated that to change those requirements midway through performance seasons would result in not honoring the commitment made to patrons regarding measures being taken to protect their safety at the time of their ticket purchase.

Trustee Wilsey remarked that Mayor Breed had announced the loosening of the mask mandate the night before the opening night of the Ballet. Trustee Wilsey said that she received a call from the Ballet indicating it did not want to be the first to have an event without masks and possibly be responsible for spreading COVID; Mayor Breed told her that the Ballet could continue to require masking. Director Caldon stated that the Department of Public Health has allowed for facilities to be more restrictive than health orders, but not less restrictive. He also noted that any policy issued by the War Memorial is first vetted by the City Attorney's office, the Mayor's office, and the Department of Public Health to ensure that the policies are politically supported and legally enforceable.

Update on Behested Payments Legislation: Director Caldon stated the Board of Supervisors recently enacted behested payments legislation effective January 23, 2022. He noted that some Trustees are involved in fundraising and stated that he wanted to ensure they were aware of these changes. He explained that the new law prohibits the direct or indirect solicitation of payments from "interested parties" and expands the definition of an interested party to include contractors and other entities that have business before the Board. He continued that because the City has now prohibited all behested payment requests from interested parties, it has eliminated the reporting requirements associated with payments of this type.

Form 700 and Sunshine Training Reminder: Director Caldon then reminded Trustees that California Form 700 Statement of Economic Interests filings and Sunshine and Ethics trainings will be due by April 1, 2022. He noted that all Board members should have already received an email from the Ethics Commission, but that Francesca Cicero, Public Information Officer, will follow up with additional information if Trustees are having issues filling out their forms.

Vice President Lui noted that she also serves on the Asian Art Museum Commission and asked whether she only needs to complete one Form 700 and training. Director Caldon responded that he believed that is the case. Trustee Wilsey said that as a member of both this Board and the Fine Arts Museums of San Francisco she submits only one form annually.

COMMITTEE REPORT

President Horn stated that earlier today, the Budget and Finance Committee met to consider two items: Proposed rental rates for Fiscal Years 2022-23 and 2023-24 and the War Memorial Departmental Budget for Fiscal Years 2022-23 and 2023-24. Chair Myatt then reported on behalf of the Committee.

Budget and Finance Committee – Rental Rates: Chair Myatt stated that to comply with legal requirements the Board is required to hold two public budget hearings no fewer than 15 days apart before voting to approve the departmental budget. Chair Myatt reported that the Budget and Finance Committee held meetings on January 26, 2022, and again earlier today, to consider and adopt recommendations on the War Memorial department's proposed rental rates and proposed budgets for Fiscal Year 2022-23 and Fiscal Year 2023-24.

Chair Myatt reported that the Committee reviewed staff's proposed rental rate increases, which include an average 6% increase for performance venues and 4.2% for office space rentals for Fiscal Year 2022-23 and Fiscal Year 2023-24, as well as the elimination of two obsolete rental rate categories, including holiday rental fees and extra-hours rental charges for Zellerbach Rehearsal Hall. He noted that following discussion, the Committee voted to recommend approval of staff's proposed rental rates 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 Pelosi, seconded by Trustee Wilsey, Trustees voted unanimously to recommend approval of staff's proposed two-year Rental Rates for Fiscal Years 2022-23 and 2023-24.

RESOLUTION NO. 22-03

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 Rental Rates for Fiscal Year 2022-23 and Fiscal Year 2023-24.

Budget and Finance Committee – Departmental Budget: Chair Myatt stated that the Budget and Finance Committee held meetings on January 26, 2022, and again earlier today, to consider and adopt recommendations on the War Memorial department's proposed budgets for Fiscal Year 2022-23 and Fiscal Year 2023-24, including revenues and expenditures, facility maintenance, and capital budgets. He 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 Pelosi, seconded by Vice President Lui, Trustees voted unanimously to recommend approval of staff's proposed two-year budget for Fiscal Year 2022-23 and Fiscal Year 2023-24.

RESOLUTION NO. 22-04

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 2022-23 and Fiscal Year 2023-24.

REGULAR ITEMS

Selection of Trustee-Director to the San Francisco Performing Arts Center Foundation Board of Directors:

President Horn provided background to this item for the benefit of the Board. He stated that the San Francisco Performing Arts Center Foundation is a private, non-profit corporation, originally created in 1973 as the "Friends of the War Memorial," that provides support services to the San Francisco War Memorial and Performing Arts Center. He noted that, as authorized by the Board of Trustees, the Foundation provides services to the War Memorial including collecting and processing licensee payments and deposits in accordance with facility license agreements, processing payroll for non-City event personnel, and providing funds for various facility improvements.

President Horn explained that the Performing Arts Center Foundation's by-laws provide for five directors, of which a minimum of three shall be members of the War Memorial Board of Trustees, with two At-Large Directors as determined by a majority of the Foundation directors. President Horn noted that currently he and Trustee Moscone are named as Trustee-Directors of the Foundation, Director Caldon serves as an At-Large Director, and that there currently exist one Trustee-Director and one At-Large Director vacancy. President Horn stated that with the passing of Trustee Shultz, it is up to the Trustees to select a Trustee-Director to succeed her. President Horn then opened the floor to nominations. Trustee Kopp nominated Trustee Wilsey.

Following discussion, President Horn requested a motion to adopt the nomination of Trustee Wilsey. On motion of Trustee Kopp, seconded by Trustee Gatti, Trustees voted unanimously to elect Trustee Wilsey to the San Francisco Performing Arts Center Foundation Board of Directors.

RESOLUTION NO. 22-05

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco to elect Trustee Wilsey as Trustee-Director on the Board of Directors of the San Francisco Performing Arts Center Foundation.

GOOD AND WELFARE

Trustee Gatti remarked that ten days ago the Symphony, including Michael Tilson Thomas and Yuja Wang, performed an incredible tribute concert for late Trustee Nancy Bechtle. He noted that afterwards there was a reception with a video of Trustee Bechtle and that the Symphony did a spectacular job paying tribute to her. President Horn and Trustee Pelosi agreed.

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.

ADJOURNMENT

There being no further business to come before the Board, President Horn adjourned the meeting at 2:31 p.m.

John Caldon
Managing Director

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

Thursday, February 10, 2022

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met remotely at 1:30 p.m. on Thursday, February 10, 2022, Chair Myatt presiding.

ROLL CALL

Committee Members Present: Chair Myatt, Trustee Kopp, Trustee Wilsey
President Horn, *Ex officio*, Vice President Lui, *Ex officio*

Non-Committee Members Present: Trustee Gatti

Staff Present: John Caldon, Managing Director

War Memorial Proposed Rental Rates for Fiscal Years 2022-23 and 2023-24:

Chair Myatt stated that in advance of the meeting, Committee members received staff's proposed rental rates for Fiscal Years 2022-23 and 2023-24. Chair Myatt noted that War Memorial staff is proposing a 6% average increase for office and tenant space rentals and a 4.2% average increase for performance and event venue rentals. Chair Myatt stated that staff has also proposed to eliminate some rental rate categories. Chair Myatt asked John Caldon, Managing Director, to review staff's proposed rental rates.

Director Caldon reported that with regard to the proposed rental rates, there have been no additional changes since the initial report made at the Budget and Finance Committee meeting on January 26, 2022. Director Caldon noted that staff is proposing a 6% increase for office and tenant space rentals in the War Memorial Opera House, Davies Symphony Hall, and the Veterans Building, and a 4.2% average increase for performance and event venues. Director Caldon further reported that staff is proposing elimination of all holiday rental fees and the extra-hours charges for use of Zellerbach Rehearsal Hall.

Director Caldon highlighted a new document that was sent out to the Committee members prior to the meeting, which details that the average overall rental increase will be 4.8% for the Ballet, 5.5% for the Opera, and 5.2% for the Symphony. Director Caldon clarified that the reason those numbers are different is that a portion of the increase is derived from the rental rates as applied to the square footage of administrative offices and other spaces dedicated for resident company, an amount which is different per company.

Trustee Kopp inquired as to whether there is negotiation regarding rental rates with the various tenants. Director Caldon responded that the War Memorial does not negotiate rental rates with tenants and licensees, but rather projects rental rate increases to be approximately 3% per year. Staff does not engage in private negotiations with licensees in advance of the Committee meeting so as to ensure that any such conversations take place during Committee meetings and are part of the public process.

Trustee Kopp then asked how the inflation rate is determined, noting that currently the inflation rate is approximately 7%. Director Caldon responded there is an inflation factor provided to departments each year by the Controller's office to use for budgeting purposes. Trustee Kopp inquired as to whether the War Memorial would be bound to the rental rates approved today for the entirety of Fiscal Year 2023-24 if inflation were to rise faster than the inflation factor provided by the Controller's Office during this budget cycle. Director Caldon responded that a vote to approve proposed rental rates today would be binding for Fiscal Year 2023-24 if the department were to adhere to its practice of increasing rental rates only every two years, as has been the historical practice. He stated this historical practice was established so that resident companies and other licensees can more predictably budget for the future. Director Caldon noted that Trustees would be approving a budget again in 2023 and could decide to increase rental rates at that time if the inflation rate were to remain stubbornly high.

Following discussion, and on motion of Trustee Wilsey, seconded by Vice President Lui, 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 rentals rates for Fiscal Years 2022-23 and 2023-24.

War Memorial Proposed Departmental Budget for Fiscal Years 2022-23 and 2023-24:

Chair Myatt stated that in advance of the meeting, Committee members received staff's departmental budget presentation document and a revised summary of staff's proposed revenues and expenditures for the next two fiscal years. Chair Myatt asked Director Caldon to review staff's proposed departmental budget.

Director Caldon began by noting that much of the budget presentation was the same as the presentation he provided at the Budget and Finance Committee meeting of January 26, 2022, so he would primarily review changes made since that presentation. Director Caldon reviewed the War Memorial's Mission Statement, the staff Racial Equity Statement, and highlighted the fact that these buildings were built for the benefit of the people and are intended to be welcoming to all.

Director Caldon then turned to the Projected Performance and Event Activity chart in the presentation. Mr. Caldon stated that the numbers presented at the meeting on January 26, 2022, were based on averages, and as stated in the previous meeting, staff has since performed a deeper analysis of projected activity. He noted the current projection includes four fewer performances in the Opera House, 24 fewer performances in the Symphony Hall, and 50 fewer events in The Green Room for Fiscal Year 2022-23, and that for Fiscal Year 2023-24 staff is projecting 27 fewer events in The Green Room and no other significant changes to what was presented at the previous meeting. Director Caldon remarked that the projected performance and event activity is what determines earned revenue projections and that the decrease in projected activity resulted in a downward adjustment to earned revenue for the upcoming two years.

Director Caldon then turned to the Revenue Summary, which he noted was substantially the same as the version presented at the January 26 meeting, except for changes to earned revenue projections, which are approximately \$300,000 less for both Fiscal Years 2022-23 and 2023-24. He noted that this was due to the decrease in projected performance activity as previously discussed. Vice President Lui asked about the increase in the amount listed for the War Memorial Fund Balance. Director Caldon explained that as a Special Fund Department, the War Memorial retains unspent funds from its budget, which accrue to the department's Fund Balance. He pointed out that these monies need to remain in that account for a full fiscal year before they can be budgeted for future years. Mr. Caldon stated that the current balance of the fund is approximately \$1.9 million dollars and that this money can be used to balance projected budget deficits. Director Caldon noted that the department had budgeted \$750,000 of it for use in the current year. He pointed out that the previously presented version of this budget relied less on the use of Fund Balance, but due to the \$300,000 decrease in earned revenue projections, use of Fund Balance was increased for Fiscal Year 2022-23.

Director Caldon summarized the projected revenues noting that:

- General Fund Operating Support for Fiscal Years 2022-23 and 2023-24 is anticipated to be \$13.6 million and \$14.1 million respectively;
- General Fund Facilities Maintenance and Capital Improvement Projects Support is projected at \$9.3 million dollars for Fiscal Year 2022-23 and \$6.6 million dollars for Fiscal Year 2023-24 based on requests made to the Capital Planning Committee, which, if approved, will include funding for general facilities maintenance, modernization of an elevator in Davies Symphony Hall, replacement of the War Memorial Opera House mansard roof, and upgrading the obsolete Herbst Theatre sound system;
- Earned revenue for performance and event rentals, as well as concessions revenue, is projected at \$4 million for Fiscal Year 2022-23 and \$4.2 million for Fiscal Year 2023-24;
- Interdepartmental Recovery reflects rent paid by Grants for the Arts and the San Francisco Arts Commission for a total of \$273,987 in both Fiscal Year 2022-23 and Fiscal Year 2023-24; and

- Use of the War Memorial Fund Balance is currently budgeted at \$966,870 for Fiscal Year 2022-23 and \$589,287 for Fiscal Year 2023-24.

Director Caldon then turned to expenditures, where some additional changes were made from the previous presentation. He noted that there were slight decreases in some non-personnel services categories, in particular infrastructure upgrades and improvements and waste management services. In addition, Director Caldon stated there was a slight decrease in the number for salaries and benefits. He previously anticipated that three positions would be kept in attrition for Fiscal Year 2022-23, but that was adjusted to four positions, which will save additional funds in salary and benefits. Further, he reported, the department intends to increase attrition by two positions for Fiscal Year 2023-24, from one to three, which will also help balance the \$300,000 deficit created by the decreased earned revenue projections.

Director Caldon reported on expenditures stating that:

- Salaries and Benefits will increase over the current year as staff continues to fill vacant positions. Expenditure levels are currently projected at \$11.5 million for Fiscal Year 2022-23 and \$11.7 million for Fiscal Year 2023-24;
- Non-personnel Services costs, which include services performed by third parties such as waste management, elevator repair, and consultation, are projected at \$1.1 million for Fiscal Year 2022-23 and 2023-24;
- Materials and Supplies costs are projected at approximately \$292,000 for Fiscal Year 2022-23 and \$300,000 for Fiscal Year 2023-24; and
- Services of other Departments is budgeted at \$6 million for Fiscal Year 2022-23 and Fiscal Year 2023-24. This category includes numerous services provided by other City departments, most significantly custodial service provided by the Real Estate Department.

Director Caldon then focused on position summaries, which count how many employees are included in the budget. He explained the department is budgeted to have 70 full-time employees and that the department will be hold four positions in attrition for Fiscal Year 2022-23 and three positions for Fiscal Year 2023-24. Director Caldon reported that when counted in a manner equivalent to full-time positions, temporary positions will be 4.66 for Fiscal Year 2022-23 and 4.8 for Fiscal Year 2023-24.

Following discussion, and on motion of Trustee Wilsey, seconded by Vice President Lui, 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 Budget Requests for Fiscal Years 2022-23 and 2023-24.

PUBLIC COMMENT

Chair Myatt called for public comment on items within the jurisdiction of the Budget and Finance Committee of the Board of Trustees, but not on the agenda. There being no public comment, Chair Myatt closed public comment.

ADJOURNMENT

There being no further business, Chair Myatt adjourned the meeting at 1:56 p.m.

John Caldon
Managing Director



DIVERSITY, EQUITY & COMMUNITY

END OF YEAR REPORT



SAN FRANCISCO
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DEPARTMENT OF
DIVERSITY, EQUITY AND COMMUNITY
CHARLES CHIP MC NEAL, DIRECTOR

ANNUAL REPORT FY21

PREPARED BY
Charles Chip Mc Neal
Ryan Marchand
Hannah Dworkin
Clara Choi
Cole Thomason-Redus

EDITED BY
Jordan Gonzales

AUGUST 2021



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WELCOME MESSAGING



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DEI-DIVERSITY, EQUITY & INCLUSION @ SFO

Diversity, Equity and Inclusion (DEI), is more than an acronym—it is a complex set of concepts that reflect our willingness to confront history, especially as we envision a more equitable society that values all.

Holding Space for All

- 14-part training series that covers topics such as implicit bias and microaggressions, white supremacy, allyship, and more.
- In FY'21, 10 HSFA sessions, ~65 attendees.
- Sessions are facilitated by staff members

“The first year of DEI training sessions at San Francisco Opera have had a **profound impact** on both the Company and me personally....” - SFO staff member



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DEI-DIVERSITY, EQUITY & INCLUSION @ SFO

We seek partnerships both within and without the organization, that will help us foster an environment where opera truly is for everyone.

Operations

- Critical language in Collective Bargaining Agreements

Marketing/ Development Partnerships

- Tessitura data capture
- Advising on public responses

Front of House Training for Ushers and Box Office

- Cultural intelligence and understanding difference
- Implicit bias & microaggressions
- Sexual harassment
- Conflict de-escalation

“I like how we're considering and grappling with ideas of challenging and improving our culture as a company and our skills as individuals in customer service.” - SFO FOH staff member

"Grateful for the efforts that our colleagues put into creating a great presentation with lots of valuable material." - SFO FOH staff member



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DEI – THE OPEN OPERA PROJECT

SFO Mission

Bring together *growing audiences* to experience opera's transformative power.

Key Strategy/ Value

Foster a positive collaborative, diverse, inclusive organization

Org-wide Initiative

In partnership with Accordant Advisors, SFO is undergoing an organization-wide culture and climate assessment, and using the data gathered to envision and implement full strategic integration of our DEI values into every facet of the Company.

Dual Focus

- What are doing to foster DEI?
- How are we doing it?

PROJECT TEAM		
Chris Largent	Stephanie McNabe	Deborah Gould, AA
Courtney Miller	Timmy Yuen	David Caruso, AA
Lori Harrison	Matthew Blain, BBF	Shawn Coker, AA
Maude Engström	Caroline Siegel, BBF	



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DEI – DIVERSITY, EQUITY & INCLUSION IN THE COMMUNITY

Our participation in public speaking engagements is more than an act of advocacy but uplifts the collaborative learning that is possible when we speak between and across companies, about what we are learning and how we are progressing critical work in DEI.

Speaking Engagements

- Black Opera Alliance
- California Alliance for Arts Education
- California Institute of Integral Studies
- California State PTA
- Cincinnati Opera
- Harvard Graduate School of Education
- Manhattan School of Music
- Opera America: New Works Forum
- Othering & Belonging Conference
- San Francisco Conservatory of Music
- San Francisco Opera Guild
- San Mateo County Office of Education
- Santa Clara University
- SF Opera: North Stage Door Podcast



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School Programs



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School Programs

Goals

- Promotion of healthy, collaborative communities
- Development of creative capacity of classroom teachers
- Fostering social emotional learning
- Arts Integration

Student Experience

- 10-30 visits from one of our professional teaching artists
- Music Composition, Dance, Theatre, Stage Combat and others
- Process-based lessons to instill artistic and healing-informed practices to reinforce knowledge and build community
- At the culmination of each residency, students will have created their own music, dance, and other arts.



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School Programs

Arts Resources in Action ARIA (Elementary)

- Funded in part through generous grants from The Haas Foundation, Bank of America, and other sources
- Projected 10 schools, 39 teachers, and over 1,000 students
- Programming is up 40% from original projections
- More demand than we can meet

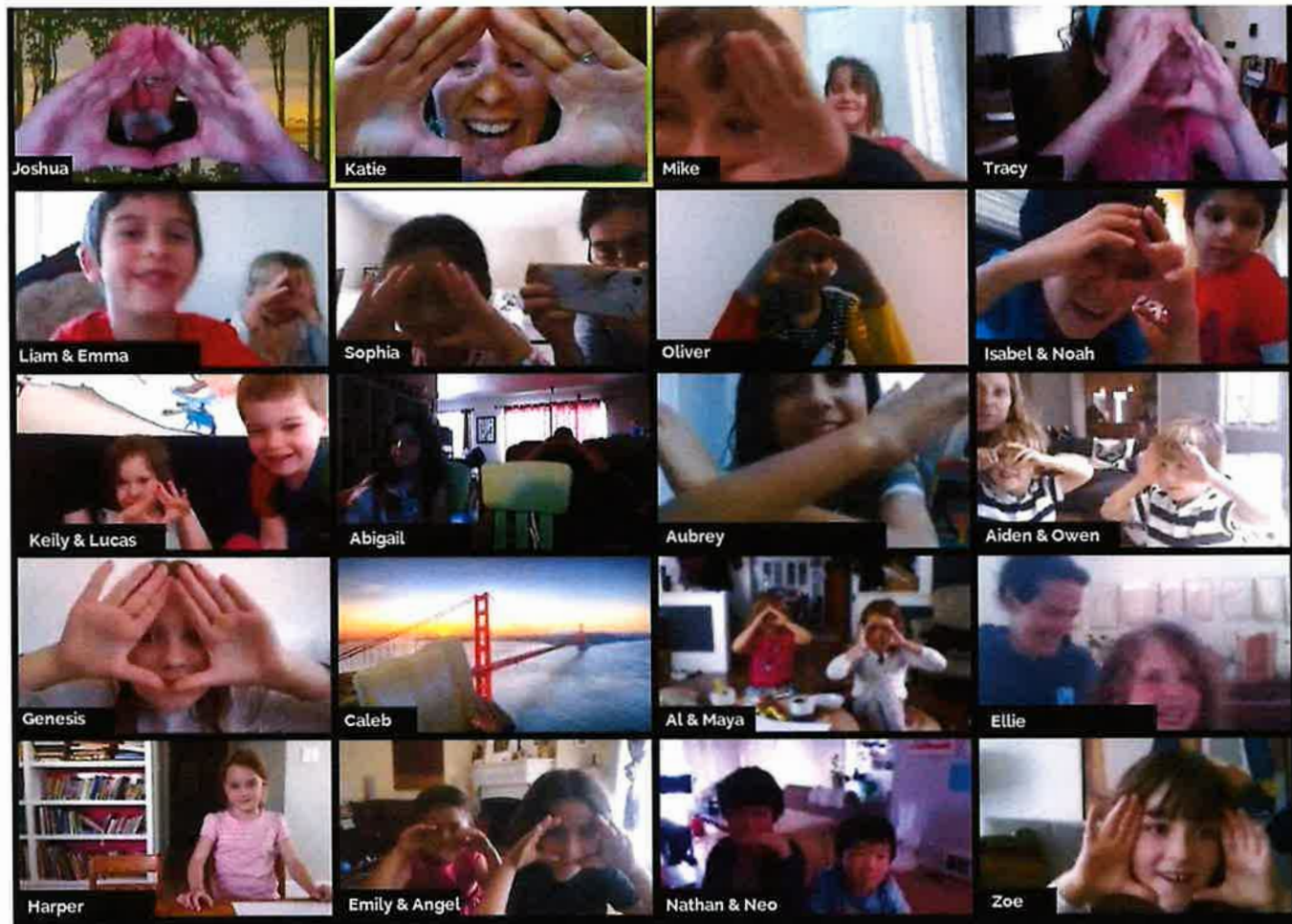
Jerry Rosenstein Arts Project JRAP (Middle School)

- Fully funded through generous grants from the Jerry Rosenstein Arts Fund
- Projected to be in 5 of the 13 middle schools in SF Unified School District
- Arts Integration Focus
- Exploring new subjects like Computer Science and Dance



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A SHIFT TO DIGITAL PROGRAMS



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A SHIFT TO DIGITAL PROGRAMS

The pandemic forced us to reimagine ARIA in the digital realm. At the outset of the pandemic DEC organized concerted training to help TA's, adapt their instruction to the virtual space. This enabled TA's keep students largely engaged, despite the extraordinary circumstances.

Accessibility

- Hybrid & virtual residencies
- Increased ability to involve parents/ families/ guardians
- Increased understanding family/ home dynamics of students

Outcomes from schools/ teachers

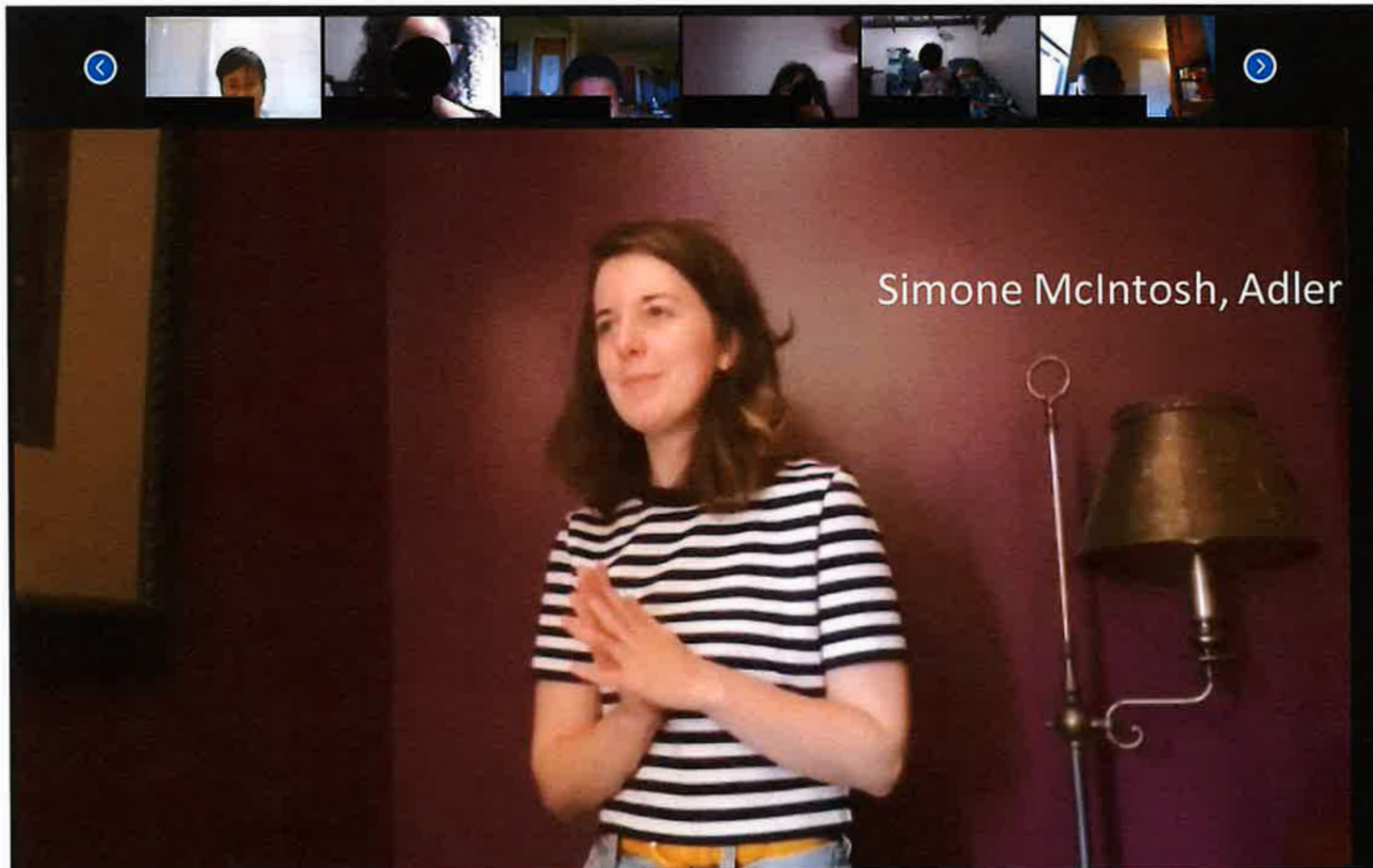
- ARIA meets essential social emotional, academic and artistic needs.
- ARIA helps students process the trauma of the past year and a half, infuse arts into their other content areas,
- Demand exceeds our current resources because there is a great desire for healing artistic experiences.
- Greater understanding of the inequity of access to technology, internet, and childcare during at home learning.

“After we finished the residency, my students were making and singing their own songs throughout the remainder of the year. It really helped them cope.” —SFUSD Educator



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Partnerships



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Expanding ARIA

San Francisco Opera's *Arts Resources in Action* (ARIA) Residency is a well-known and lauded in-school arts education program that DEC has been eager to establish beyond the boundary of the classroom. Our aim is to create a branded, A.R.I.A. program platform that extends beyond the school day.

New Programs

- Aria Online Funded in part by Kaiser and Bank of America
- ARIA Summer Camp Summer 2023
- ARIA After School Fall 2022
- Access ARIA Fall 2022
- ARIA PD Intensive Summer 2022

Partnerships

- San Francisco Opera Guild
- San Francisco Opera Center
- JRAP Organizations including ACT, African American Shakespeare Company, SF Film and others
- School District Committees in San Francisco Unified School District and Oakland Unified School District



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ARIA and JRAP Impact



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ARIA and JRAP Impact

Student: Aaliyah Thompson

- Brief Background: *2nd Grader, female, African American, shy, quiet, hard worker, difficulty academically with reading and math, great memory and a natural leader.*
- Opera impact: I chose Aaliyah as Grace, for our Aria based on the story "Grace for President!" Opera lessons and interactions can transform a half open bud to a garden of blossoming flowers who radiant in all elements. **Aaliyah transformed into a self-confident, outspoken leader** whose academics improved more easily and she loved her role in the performance and **internalized her character traits into her real life.** She is still a true star inside and out. In 5th grade Aaliyah was the only student at Jefferson to win the regional African American Regional Educational Alliance Award! "

- ARIA Educator



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COMMUNITY PROGRAMS

First Act

- 5 workshops in 21-22 (projected)
- Cost of 1 workshop: Virtual (\$300-\$500), In-Person (\$800-\$1000)
- Cost to patrons: \$0-\$40

Family Fun Fridays

- Lyric videos of student produced operas
- Cost to produce lyric videos: \$150

Opera Aficionado

- Artistic Advisor is Dramaturg Emeritus, Kip Cranna
- 44 sessions in 22
- Cost of 1 session: \$325-\$475
- Cost to patrons: \$5-\$40



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CIVIC PRACTICE

Civic Practice represents our shift from temporary "transaction-based " community partnerships to an approach that involves co-creation and collaboration. These partnerships have outcomes that result in building ***authentic community connections*** and ***reciprocally beneficial relationships***.

Community Partners

- **Compass Family Services**, Community Housing Partnership/**HomeRise**
 - **3.5-year partnership** social services agencies that work to combat homelessness in the SF Bay Area

Staff Professional Development workshops

- Healing & Community Building through the Arts
- Implicit Bias & Microaggressions
- Inclusive and Collaborative Leadership



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USHER TRAINING PROGRAM



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COMPASS
FAMILY
SERVICES

Housing. Support. Hope.

HomeRise 



- Workforce development in communities of need
- Funded in part by Diana Dollar Knowles Foundation
- Creating a pathway to becoming a professional usher for 3-5 participants
- Includes job training and placement, wraparound services, stipend, opportunity to apply for permanent, full-time work with SF Opera, and neighboring theater organizations

Vision

- 2021-22 season
 - Pilot program successfully launched and completed
- 2022-23 centennial season
 - Expansion into permanent, full-time program at San Francisco Opera
- 2023 & beyond
 - Model to be replicated and implemented in arts organizations throughout Bay Area, nationwide



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LEADING THE FIELD

DEI

- Fully funded DEI opera department
- In-depth long-term sustaining program of DEI learning and training
- Inter-org DEI Training – SPAM - nationwide

SCHOOLS

- Pivot to digital learning and trained other teachers
- Elimination of program fees, creating accessibility for schools in need
- Professional Development

COMMUNITY ENGAGEMENT

- Usher training program – innovative model and first of its kind
- First digital program – Opera Afficionado
- Fidelio Community Engagement Process



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FIDELIO



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FIDELIO

BY LUDWIG VAN BEETHOVEN

**WE SHALL BE FREE,
WE SHALL FIND PEACE**

An exhibit of art by incarcerated persons
at San Quentin State Prison

Presented by the department of
Diversity, Equity and Community
& William James Association

OCTOBER 14-30, 2021
WAR MEMORIAL OPERA HOUSE

Image: "Old Folsom" © Isiah Daniels



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**RESOLUTION MAKING FINDINGS TO ALLOW TELECONFERENCED
MEETINGS UNDER CALIFORNIA GOVERNMENT CODE SECTION
54953(e)**

WHEREAS, California Government Code Section 54953(e) empowers local policy bodies to convene by teleconferencing technology during a proclaimed state of emergency under the State Emergency Services Act so long as certain conditions are met; and

WHEREAS, In March, 2020, the Governor of the State of California proclaimed a state of emergency in California in connection with the Coronavirus Disease 2019 (“COVID-19”) pandemic, and that state of emergency remains in effect; and

WHEREAS, On February 25, 2020, the Mayor of the City and County of San Francisco (the “City”) declared a local emergency, and on March 6, 2020 the City’s Health Officer declared a local health emergency, and both those declarations also remain in effect; and

WHEREAS, On March 11 and March 23, 2020, the Mayor issued emergency orders suspending select provisions of local law, including sections of the City Charter, that restrict teleconferencing by members of policy bodies; and

WHEREAS, Consistent with the Mayor’s orders and State law, the War Memorial Board of Trustees met remotely during the COVID-19 pandemic through March 6, 2022; and

WHEREAS, On February 10, 2022, the Mayor issued an emergency order that (1) requires decision-making boards and commissions established in the Charter (with the exception of the Board of Supervisors) to hold meetings in person at a physical location where members of the public may attend and provide comment, (2) allows members of those boards and commissions to participate remotely in the in-person meetings for COVID-related health reasons, (3) allows but does not require subcommittees of those boards and commissions to meet in person at a physical location where members of the public may attend and provide comment, and (4) prohibits all other policy bodies (with the exception of the Board of Supervisors and its committees) from meeting in person under any circumstances, with limited exceptions; and

WHEREAS, On September 16, 2021, the Governor signed AB 361, a bill that amended the Brown Act to allow local policy bodies to continue to meet by

teleconferencing during a state of emergency without complying with restrictions in State law that would otherwise apply, provided that the policy bodies make certain findings at least once every 30 days; and

WHEREAS, While federal, State, and local health officials emphasize the critical importance of vaccination (including a booster once eligible) and consistent mask-wearing, regardless of vaccination status, to prevent the spread of COVID-19, the City's Health Officer has issued at least one order (Health Officer Order No. C19-07y, available online at www.sfdph.org/healthorders) and one directive (Health Officer Directive No. 2020-33i, available online at www.sfdph.org/directives) that continue to recommend measures to promote safety for indoor gatherings, including vaccination, masking, improved ventilation, and other measures, in certain contexts; and

WHEREAS, The California Department of Industrial Relations Division of Occupational Safety and Health ("Cal/OSHA") has promulgated Section 3205 of Title 8 of the California Code of Regulations, which requires most employers in California, including in the City, to train and instruct employees about measures that can decrease the spread of COVID-19; and

WHEREAS, Without limiting any requirements under applicable federal, state, or local pandemic-related rules, orders, or directives, the City's Department of Public Health, in coordination with the City's Health Officer, has advised that for group gatherings indoors, such as meetings of boards and commissions, people can increase safety and greatly reduce risks to the health and safety of attendees from COVID-19 by maximizing ventilation, wearing well-fitting masks regardless of vaccination status (and as required for unvaccinated people by the State of California's indoor masking order), encouraging vaccination (including a booster as soon as eligible), staying home when sick or when experiencing any COVID-19 symptom, discouraging consumption of food or beverages in the meeting, following good hand hygiene practices, and making informed choices when gathering with people whose vaccination status is not known; and

WHEREAS, the War Memorial Board of Trustees will begin meeting in person consistent with the Mayor's February 10, 2022 order, allowing members to participate by video from a separate location for COVID-related health reasons and providing members of the public an opportunity to observe and provide public comment either in person or remotely; now, therefore, be it

RESOLVED, That the War Memorial Board of Trustees finds as follows:

1. As described above, the State of California and the City remain in a state of emergency due to the COVID-19 pandemic. At this meeting, the War Memorial Board of Trustees has considered the circumstances of the state of emergency.
2. As described above, because of the COVID-19 pandemic, conducting meetings of this body and its committees in person without allowing certain members of this body to attend remotely would present imminent risks to the health or safety of certain attendees due to COVID-19, and the state of emergency continues to directly impact the ability of those members to meet safely in person; and, be it

FURTHER RESOLVED, That for at least the next 30 days, the War Memorial Board of Trustees will hold in-person meetings, with some members possibly appearing remotely. If all members of the War Memorial Board of Trustees are unable to attend in person for COVID-related health reasons, then the War Memorial Board of Trustees will hold the meeting remotely without providing an in-person meeting location. If the War Memorial Board of Trustees votes to allow it and appropriate space is available, the War Memorial Board of Trustees' subcommittees may hold in-person meetings as well, or alternatively, the subcommittees may hold meetings exclusively by teleconferencing technology (and not by any in-person meetings or any other meetings with public access to the places where any policy body member is present for the meeting). All meetings of the War Memorial Board of Trustees and its committees will provide an opportunity for members of the public to address the body and will otherwise occur in a manner that protects the statutory and constitutional rights of parties and the members of the public attending the meeting via teleconferencing; and, be it

FURTHER RESOLVED, That the Executive Secretary of the War Memorial Board of Trustees is directed to place a resolution substantially similar to this resolution on the agenda of a future meeting of the War Memorial Board of Trustees within the next 30 days. If the War Memorial Board of Trustees does not meet within the next 30 days, the Executive Secretary is directed to place a such resolution on the agenda of the next meeting of the War Memorial Board of Trustees.