

San Francisco War Memorial					
Operating Account - 14670					
FY 2024 - 2025 Appropriations Report - February 28, 2025					
ACCOUNT	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE	
Salaries & Benefits	Permanent Salaries	\$ 7,361,976	\$ 4,148,958	\$ 3,213,018	
	Temporary Salaries	\$ 383,427	\$ 525,810	\$ (142,383)	
	Premium Pay	\$ 153,945	\$ 86,700	\$ 67,245	
	One-Time Salaries Payments		\$ 70,584	\$ (70,584)	
	Overtime	\$ 254,732	\$ 216,777	\$ 37,955	
	Holiday	\$ 102,799	\$ 71,849	\$ 30,950	
	Mandatory Fringe Benefits	\$ 3,562,352	\$ 2,130,540	\$ 1,431,812	
	<b>Sub Total</b>	<b>\$ 11,819,231</b>	<b>\$ 7,251,219</b>	<b>\$ 4,568,012</b>	
Non Personnel Services	Fees_Other	\$ -	\$ 500	\$ (500)	
	Training	\$ -	\$ 5,137	\$ (5,137)	
	Employee_Expenses	\$ 3,000	\$ -	\$ 3,000	
	Membership_Fees	\$ -	\$ 3,850	\$ (3,850)	
	Professional_Special_Services	\$ 27,057	\$ 113,697	\$ (86,640)	
	Maintenance_Services_Build_Struct	\$ 760,919	\$ 784,003	\$ (23,084)	
	Maintenance_Services_Equipment	\$ 50,858	\$ 17,131	\$ 33,726	
	Rent/Lease-Building/Structure	\$ -	\$ 35,600	\$ (35,600)	
	Rent_Lease_Equipment	\$ 6,687	\$ 14,293	\$ (7,605)	
	Other Current Expenses	\$ 3,467	\$ 37,428	\$ (33,961)	
	Taxes_Licenses_Permits	\$ 189,732	\$ 5,608	\$ 184,124	
	Utilities_Telephone	\$ -	\$ -	\$ -	
	<b>Sub Total</b>	<b>\$ 1,041,721</b>	<b>\$ 1,017,247</b>	<b>\$ 24,473</b>	
	Materials & Supplies	\$ 234,821	\$ 207,961	\$ 26,860	
Services of other Departments	Human Resources Modernization	\$ 3,770	\$ 2,828	\$ 943	
	Diversity Equity Inclusion	\$ 1,302	\$ 977	\$ 326	
	GF-PUC-Light Heat & Power	\$ 2,475,534	\$ 1,011,892	\$ 1,463,642	
	PUC Sewer Service Charges	\$ 102,225	\$ 67,464	\$ 34,761	
	Ef-PUC-Water Charges	\$ 78,769	\$ 53,990	\$ 24,779	
	DT Technology Infrastructure	\$ 174,496	\$ 87,248	\$ 87,248	
	GF-City Attorney-Legal Service	\$ 128,618	\$ -	\$ 128,618	
	DT Enterprise Tech Contracts	\$ 26,918	\$ 26,726	\$ 193	
	DT Telecommunications Services	\$ 32,267	\$ 16,794	\$ 15,473	
	GF-GSA-Facilities Mgmt Svcs	\$ 4,638,219	\$ 2,052,192	\$ 2,586,027	
	GF-HR-Equal Employmnt Opportuni	\$ 18,876	\$ 14,157	\$ 4,719	
	GF-HR-Mgmt Training	\$ 21,064	\$ 2,950	\$ 18,114	
	GF-HR-Workers' Comp Claims	\$ 126,407	\$ 90,908	\$ 35,499	
	GF-HR-Employmnt Services	\$ 19,527	\$ 14,645	\$ 4,882	
	GF-Chs-Medical Service	\$ 6,937	\$ -	\$ 6,937	
	GF-Chs-Toxic Waste&Haz Mat Svc	\$ 8,181	\$ -	\$ 8,181	
	Is-Purch-Reproduction	\$ 8,500	\$ 462	\$ 8,038	
	GF-Rec & Park-Gardener	\$ 198,668	\$ 102,388	\$ 96,280	
	<b>Sub Total</b>	<b>\$ 8,070,279</b>	<b>\$ 3,545,619</b>	<b>\$ 4,524,660</b>	
		<b>TOTAL OPERATING</b>	<b>\$ 21,166,051</b>	<b>\$ 12,022,046</b>	<b>\$ 9,144,005</b>
	14680	Annual Capital Improvement Project	\$ 730,977	\$ 587,237	\$ 143,740
		<b>GRAND TOTAL</b>	<b>\$ 21,897,028</b>	<b>\$ 12,609,284</b>	<b>\$ 9,287,744</b>
	10000	Debt Service	\$ 9,107,330	\$ 2,274,102	\$ 6,833,228
14720	War Memorial Reserve	\$ 1,845,730	\$861,260	\$ 984,470	
14700	Concessions Equip. Repl. Fund	\$ 160,575	\$104,340	\$ 56,235	

**San Francisco War Memorial**  
**FY 2024-25 Revenue Report - February 28, 2025**

Account		FEBRUARY REVENUE	YEAR TO DATE	FY2024-25 Budget	Percent of Budget	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>						
435511	Opera House	\$ 70,907.00	\$ 459,809.56	\$ 619,718.00	74%	\$ 483,005.00
435512	Green Room	5,716.25	\$ 117,831.25	164,254.00	72%	127,150.00
435521	Herbst Theatre	10,795.00	\$ 166,523.51	227,580.00	73%	208,965.00
435531	Davies Symphony Hall	24,216.50	\$ 424,467.29	721,507.00	59%	464,890.00
435542	Wilsey Center	1,653.25	\$ 91,812.75	180,047.00	51%	140,925.06
462891	Zellerbach Rehearsal Hall	26,473.25	\$ 177,240.50	258,171.00	69%	209,290.80
	<b>Sub Total</b>	<b>\$ 139,761.25</b>	<b>\$ 1,437,684.86</b>	<b>\$ 2,171,277.00</b>	<b>66%</b>	<b>\$ 1,634,225.86</b>
<b>OFFICE RENTAL</b>						
435517	San Francisco Ballet (OH)	\$ 2,491.47	\$ 22,423.23	\$ 35,174.00	64%	\$ 24,941.34
435519	San Francisco Opera (OH)	-	\$ 114,951.68	202,856.00	57%	143,843.31
435539	San Francisco Symphony (DSH)	14,473.80	\$ 115,790.40	202,554.00	57%	128,793.60
435540	Veterans Bldg. Office Rent (SFO)	-	\$ 289,732.16	435,295.00	67%	361,792.98
462861	Veterans Building Occupancy Fees	11,528.56	\$ 80,645.14	116,144.00	69%	87,154.92
	<b>Sub Total</b>	<b>\$ 28,493.83</b>	<b>\$ 623,542.61</b>	<b>\$ 992,023.00</b>	<b>63%</b>	<b>\$ 746,526.15</b>
<b>FOOD/BEVERAGE CONCESSIONS</b>						
435611	Opera House & Herbst Theatre	\$ 28,426.30	\$ 305,569.64	\$ 443,224.00	69%	\$ 325,159.28
435631	Davies Symphony Hall	11,834.41	\$ 164,227.52	270,776.00	61%	165,634.28
	<b>Sub Total</b>	<b>\$ 40,260.71</b>	<b>\$ 469,797.16</b>	<b>\$ 714,000.00</b>	<b>66%</b>	<b>\$ 490,793.56</b>
<b>PROGRAM CONCESSIONS</b>						
435612	Opera House & Herbst Theatre	\$ 196.08	\$ 1,662.10	\$ 6,636.00	25%	\$ 2,427.32
435632	Davies Symphony Hall	266.83	\$ 7,896.66	5,098.00	155%	3,617.71
	<b>Sub Total</b>	<b>\$ 462.91</b>	<b>\$ 9,558.76</b>	<b>\$ 11,734.00</b>	<b>81%</b>	<b>\$ 6,045.03</b>
<b>MISCELLANEOUS REVENUE</b>						
435232	Parking Fees	\$ 2,165.80	\$ 31,939.10	\$ 55,000.00	58%	\$ 27,388.00
462899	Miscellaneous Revenue	7,641.50	\$ 96,844.11	175,567.00	55%	152,522.59
	<b>Sub Total</b>	<b>\$ 9,807.30</b>	<b>\$ 128,783.21</b>	<b>\$ 230,567.00</b>	<b>56%</b>	<b>\$ 179,910.59</b>
	<b>GROSS REVENUE</b>	<b>\$ 218,786.00</b>	<b>\$ 2,669,366.60</b>	<b>\$ 4,119,601.00</b>	<b>65%</b>	<b>\$ 3,057,501.19</b>
	Additional 15% Reserve Fund Revenue	\$ 38,609.29	\$ 469,812.92			\$ -
530110	Payment to War Memorial Commission	(4,450.00)	(35,600.00)			35,600.00
	<b>NET REVENUE</b>	<b>\$ 252,945.29</b>	<b>\$ 3,103,579.52</b>			<b>\$ 3,093,101.19</b>
<b>OTHER FUNDS</b>						
435614	Concessions Equipment Replacement	\$ -	\$ 28,570.39	\$ -		\$ 25,145.07

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

**RENTAL REQUESTS FOR: *March, 2025***

**DAVIES SYMPHONY HALL**

Live Nation/SF Symphony Jon Batiste concert	May 18, 2025	\$3,215.00 vs 10% \$9,170.00 Maximum
UCSF School of Medicine Graduation	May 19, 2025	\$4,200.00
Another Planet Entertainment Karen O (of the Yeah Yeah Yeahs)	July 14-15, 2025	\$6,430.00 vs 10% \$18,340.00 Maximum
Innovation Arts & Entertainment Harry Potter 7	August 7-9, 2025	\$10,000 vs 10% \$21,910.00 Maximum
Martin Media Who's Live Anyways	February 15, 2026	\$3,215.00 vs 10% \$9,170.00 Maximum

**GREEN ROOM**

Iglesia Ni Cristo Filming	March 10, 2025	\$1,365.00
Minerva University Reception	April 9, 2025	\$1,225.00
Kara Schleunes Piano Recitals	May 11, 2025	\$1,225.00
First Voice, Inc. Celebration of Life Reception	May 24, 2025	\$1,225.00
St. George Pathfinders Fundraiser	August 31, 2025	\$1,865.00
Alcoholics Rehabilitation Association Fundraiser	September 13, 2025	\$1,225.00
Special Venue LLC Recital	October 4, 2025	\$1,225.00
SF Performances	October 10, 2025	\$1,865.00
SF Auxiliary Reception	November 8, 2025	\$1,225.00
How Women Lead Reception	December 4, 2025	\$1,225.00
Glenridge Cooperative Fundraiser	December 6, 2025	\$1,385.00

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

**RENTAL REQUESTS FOR: *March, 2025***

**HERBST THEATRE**

African American Shakespeare Company Shakespeare REimagined	March 6-30, 2025	\$13,500.00
James Gates Miss Tilly Filming	March 18, 2025	Fee Waived
SF Opera Annual Meeting	April 14, 2025	\$1,525.00
Abstraction Media, Inc Max Amini (2 shows)	May 2, 2025	\$5,150.00
Abstraction Media, Inc Max Amini (2 shows)	May 9, 2025	\$5,150.00
(((folkYEAH))) Devendra Banhart	May 18, 2025	\$3,050.00
First Voice, Inc Celebration of Life: Mark Izu	May 24, 2025	\$1,525.00
SF Pride Band Summer Concert	June 8, 2025	\$1,525.00
Omni Foundation Yamandu Costa	October 9, 2025	\$1,525.00
SF Chamber Orchestra Mainstage Performance	December 30, 2025	\$1,525.00
Omni Foundation Assad Brothers	February 28, 2026	\$1,525.00
SFJAZZ Ravi Shankar	April 4, 2026	\$1,525.00

**WILSEY CENTER**

SF Chamber Orchestra Mainstage Performance	October 17, 2025	\$900.00
SF Chamber Orchestra Mainstage Performance	February 27, 2026	\$1,525.00

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

**Monday, January 27, 2025**

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 2:00 p.m. on Monday, January 27, 2025, in the in the Trustees' Board Room, War Memorial Opera House, Chair Muduroglu presiding.

**ROLL CALL**

Committee Members Present: Chair Muduroglu, President Wilsey, Vice President Horn, Trustee Kopp, and Trustee Wright

Committee Members Absent: Trustee Makras and Trustee Newstat

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

**War Memorial Proposed Departmental Budget for Fiscal Years 2025-26 and 2026-27:** Chair Muduroglu stated that in advance of the meeting, Committee members received staff's departmental budget presentation document for the next two fiscal years. She reminded the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and thus the Committee would not vote on the proposed budget at the meeting and was an opportunity for Trustees and the public to ask questions and provide feedback. She stated that staff will return to the next Budget and Finance Committee meeting on February 13, with a revised budget, at which time the Committee will vote on the recommendation that goes to the full Board for approval at the February 13, 2025, Regular Board of Trustees meeting.

Chair Muduroglu invited Managing Director Kate Sofis to review staff's proposed Departmental Budget. Director Sofis thanked staff for their collaboration on the budget, including Director of Finance and Administration, Donna D'Cruz, and accountant Dave Salem. She noted that even while responding to the current fiscal citywide budget crisis, the War Memorial intends to respond in a way that continues to uplift the resident companies and performing arts organizations that present in the buildings. She explained the City is anticipating a citywide budget shortfall of approximately one billion dollars by the end of fiscal year 2027. She stated that the Mayor's office is focused on continuing to incentivize people to return to office, and reimagining downtown to reinvigorate the tourism industry, which has decreased since the pandemic. Director Sofis stated that the City is hoping to reduce its general fund contribution by 10% overall, and all City Departments, regardless of their status are being asked to make significant budget cuts. Vice President Horn noted that as a charitable trust, the City has obligations to keep and maintain the buildings beyond being a special fund department, and Trustees have an obligation to the Trust. Director Sofis noted that the current budget being presented would restore monies that were cut from the two funds that maintain the buildings.

Director Sofis explained that the Department has been asked to reduce its salaries and benefits by \$413,673. She noted that the Department has already made efforts towards efficiency including having a dedicated human resources director through partnering with the Department of Human Resources and hiring open security positions to mitigate the use of overtime pay by existing departmental officers. Trustee Kopp asked about the union position. Director Sofis responded that the unions are in support of the department hiring open positions. She noted that because these positions relate to public safety, they have been prioritized by the Mayor's office, despite the hiring freeze.

Director Sofis also discussed ideas to protect and improve earned income, the strategic use of major capital funding, optimizing custodial expenditures, and looking for new ways to transfer functions to operating partners, such as the Department of Technology or as-needed stage electricians working solely through the Foundation.

Director Sofis noted that the proposed budget cuts include approximately one million dollars (a 15% cut) to general fund support from the City. She also explained that not only is the War Memorial one of the only City departments that earn revenue, as a special trust department, it is also able to carry forward unused funds from previous projects. She also explained that the potential for earned revenue increases would be from the renting the venues, as the offices in the buildings are completely occupied. She clarified that the American Legion War Memorial Commission was responsible for the renting of the space on the second floor, with a request to the Trustees, rather than the Department being responsible for the rent of any empty space within the veterans' footprint.

Assistant Managing Director Rob Levin presented the areas where the Department is looking to increase earned revenue. He noted that the Booking Team brainstormed ideas on ways to increase booking in the venues and pointed out that one of the main hindrances is the lack of availability in the spaces due to the resident companies' schedules. He explained that one idea is to work with the resident companies to identify and schedule dates farther in advance to be able to accommodate other licensees. Director Levin stated that the second idea was to help locate co-presenting partners for the resident companies, as evidenced by a recent example of a famous artist who approached the War Memorial looking to rent Davies Symphony Hall, Director Levin was able to negotiate a co-presentation by the SF Symphony and the artist, which benefits the artist, the Symphony, the War Memorial, the neighborhood, and the City, because the three-day presentation is likely to sell out all three nights. They are also looking at the expansion of the Green Room availability for weddings by identifying time periods in the calendar where the Herbst Theatre may be dark and therefore noise bleed would not be an issue. Director Sofis then briefly pointed out that while major capital funding is outside of this budget planning, it is a large resource to keep in mind as budget planning is commencing. The Department has received \$8.3 million dollars total for the 2023-24 Opera House Elevator 7 Modernization project and mansard roof replacement, as well as \$1.5 million in 2024-25 for Elevator 6 Modernization. She noted that elevator maintenance and repair is a huge line-item on the budget, and getting these elevators replaced is hugely important to the safety and functioning of the buildings, as well as being able to save in repair costs. She explained that having already received these funds, the Department is trying to accelerate the project timelines. She also hopes to raise funds to offset rental costs for smaller licensees to be able to present in the venues, rather than offering a deeply discounted rate to all nonprofit organizations.

Director Sofis also detailed approaches to reduce General Fund support by one million dollars, including the Department looking at ways to optimize custodial services. These critical services are presently supplied by the Real Estate division and are the single largest cost outside of Departmental personnel costs. Custodial is currently proposed to cost War Memorial \$4.8M in FY2026, and while critical to the patron experience, the Department is examining shift schedules and overtime costs, controlling procurement, and transfer of the function from Real Estate to the Department. She said the Department is also looking to negotiate with the resident companies to help pay for the contracted patron screening system, and reimbursement of part-time as-needed security staff to operate the machinery, which should result in \$600K in cost reimbursement for fiscal year 2025-26. She also noted that as a Special Trust department, War Memorial is currently carrying approximately \$1.38 million dollars and has proposed the use of \$617,584 in fiscal year 2025-26 to help offset the cost to restore the Material and Supplies and Non-Personnel Service budgets (including funds for the cooling tower replacement and elevator maintenance that were cut last year). Chair Muduroglu thanked the finance staff for their hard work on the budget and the booking team for thinking outside the box about ways to increase revenue.

### **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 Muduroglu closed public comment.

**ADJOURNMENT**

There being no further business to come before the Board, Chair Muduroglu adjourned the meeting at 3:09 p.m.

Francesca Cicero  
Board Secretary

DRAFT

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

**Thursday, February 13, 2025**

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:00 p.m. on Thursday, February 13, 2025, in the in the Trustees' Board Room, War Memorial Opera House, Chair Muduroglu presiding.

**ROLL CALL**

Committee Members Present: Chair Muduroglu, Vice President Horn, Trustee Kopp, Trustee Makras, Trustee Newstat and Trustee Wright

Committee Members Absent: President Wilsey

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

**War Memorial Proposed Departmental Budget for Fiscal Years 2025-26 and 2026-27:** Chair Muduroglu stated that in advance of the meeting, Committee members received staff's departmental budget presentation document for the next two fiscal years. She reminded the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and the Committee would vote on a recommendation regarding proposed budget to the full Board of Trustees. She stated the Full Board will vote on the recommendation at the February 13, 2025, Regular Board of Trustees meeting.

Chair Muduroglu invited Managing Director Kate Sofis to review staff's proposed two-year Departmental Budget. Director Sofis noted that the detailed budget document achieves the requested reduction to General Fund support of \$1.061 million dollars. She explained that the main expense reduction is optimizing custodial services, that would effectively carve approximately \$1 million dollars from custodial costs without layoffs or service cuts. She noted the Department is in final negotiations with the City Administrator and Real Estate for a transfer of function back to the Department. She also explained that the Department now is partnering with the Department of Human Resources for support and contemplates a similar setup with the Department of Technology. This would be in addition to increasing the temporary as-needed public safety officers to support the venues with the new patron screening system. She noted other important points in the budget relate to increasing earned revenue and restoring maintenance budget areas. Director Sofis noted the annual capital improvement project funding which comes from Capital Planning and is a critical part of the facilities maintenance budget, as well as the other funding obtained for major capital improvements: the Opera House mansard roof replacement and elevator modernization project. She stated that the Department has almost completed the Davies Symphony Hall front-of-house elevator modernization and the Department has asked for additional funding for the remaining Opera House elevators.

Director Sofis discussed economies regarding staffing, including full-time staff, temporary employees, and temporary part-time staff. She also outlined inter-departmental costs from the Department of Human Resources, Public Utilities Commission, and other City-agencies. She also answered questions about rent collected from two City Departments which are office tenants in the Veterans Building: the Arts Commission and Grants for the Arts. She also discussed the strategy of working with the resident companies to create more availability in the venues for scheduling to increase revenue and removing cumbersome furniture in the Wilsey Center to make it more flexible for many types of events. She noted that the Booking Team is looking at creative ways to drive revenue and market the venues. Director Sofis also answered questions on the increases in utilization of the City Attorney and SF Recreation and Park Department. She also explained that the Department is requesting ten as-needed public safety officers to staff and implement the patron screening system, the cost of which will be

reimbursed by the Opera, Symphony, and the Ballet. Trustee Wright praised staff for the innovative ways the Department is looking to grow the business and partner with other City Departments for shared services. Director Sofis thanked her staff for rising to the challenge of working with these significant budget cuts.

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

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve for submission, staff's proposed War Memorial Departmental budget for Fiscal Years 2025-26 and 2026-27.

**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 Muduroglu closed public comment.

**ADJOURNMENT**

There being no further business to come before the Board, Chair Muduroglu adjourned the meeting at 1:47 p.m.

Francesca Cicero  
Board Secretary

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**  
**Thursday, February 13, 2025**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, February 13, 2025, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, Vice President Horn presiding.

**ROLL CALL**

- Present: Vice President Horn, Trustee Kopp, Trustee Makras, Trustee Muduroglu, Trustee Newstat and Trustee Wright
- Absent: President Wilsey, Trustee Gatti, Trustee Lam, Trustee Pelosi, and Trustee Rocco
- Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant Managing Director; and Francesca Cicero, Board Secretary

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

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

**APPROVAL OF MINUTES**

On motion of Trustee Kopp, seconded by Trustee Makras, the following resolution was unanimously adopted:

**RESOLUTION NO. 25-03**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of the January 9, 2025, Presentors Liaison Committee meeting and January 9, 2025, Regular meeting of the Board are hereby approved.

**PRESIDENT'S REPORT**

Vice President Horn remarked recent passing of Claude Jarman, who served as Managing Director of the War Memorial in the 1970s and served on the Board of Trustees for 33 years.

**MANAGING DIRECTOR'S REPORT**

Managing Director Kate Sofis thanked Department staff and the Trustees for all the work they have completed for the budgeting process. She also thanked the public safety and engineering staff for their quick work after a car recently crashed into one of the gates attached to the Veterans Building.

**ASSISTANT MANAGING DIRECTOR'S REPORT**

Assistant Managing Director Rob Levin noted the increased number of new bookings on the summary sheet. He noted that the Symphony has booked Jon Batiste on May 18, 2025, in Davies. Director Sofis discussed

opportunities for partnership with the resident companies to attract events and performers.

### **BOARD SECRETARY REPORT**

Board Secretary Cicero reported that the Ethics trainings and Form 700s will be due in April.

### **COMMITTEE REPORT**

Vice President Horn invited the Chair of the Budget and Finance Committee, Chair Muduroglu to present to the Board.

**Budget and Finance Committee Report:** Chair Muduroglu reported that the Budget and Finance Committee unanimously voted to recommend approval of submission of the Department's 2025-26 and 2026-27 two-year budget to the Mayor's Budget Office and thanked staff for bringing forward a robust proposal to address the mandatory budget cuts. Trustee Kopp commended staff on their creative ideas to increase bookings in the venues. Vice President Horn also thanked Chair Muduroglu and staff for their work.

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

#### **RESOLUTION NO. 25-04**

RESOLVED, That the Board of Trustees of the War Memorial of San Francisco adopt the recommendation of the Budget and Finance Committee and approve for submission the War Memorial Department Two-Year Fixed Budget as proposed by staff for Fiscal Years '25-26 and '26-27.

### **REGULAR ITEMS**

**Consideration of request from American Legion Post 599 for a rental fee waiver for use of the Green Room to host a fundraiser on May 10, 2025.** Trustees received information in their packets on a request from the American Legion Post 599 for a rental waiver for the use of the Green Room to host a fundraiser. Vice President Horn invited CJ Reeves from the American Legion here to answer questions about the request. CJ Reeves introduced Mitch Weller from American Legion Post 599. Mr. Weller explained the request was to fundraise to build case management software for veterans to more easily access and receive benefits. CJ Reeves noted that there are 10 American Legion posts in San Francisco serving close to 600 veterans. American Legion Adjutant Hanley Chan made public comment thanking the Board for its consideration of this request.

Following discussion, and on motion of Trustee Wright, seconded by Trustee Newstat, the following recommendation was unanimously adopted:

#### **RESOLUTION NO. 25-05**

RESOLVED, That the Board of Trustees of the War Memorial of San Francisco hereby approves the request from the American Legion Post 599 for a waiver of rental fees for their fundraiser to be held in the Green Room on May 10, 2025.

**Consideration of request from James Gates to waive rental fee of Herbst Theatre for Miss Tilly film project on March 17, 2025.** Trustees received information in their packets on a request from James Gates regarding a one-day waiver of the rental fee of the Herbst Theatre. Vice President Horn invited Mr. Gates to answer questions about the request. He explained that his grandmother was a member of the San Francisco Ballet, who opened her own ballet school in 1969, teaching dance for over 50 years. He noted that for over 30 years, she brought her dance recitals to the Herbst Theatre. He and his partners would be making a short-form film on Miss Tilly, to include filming of her in the Herbst Theatre. He also explained that he would make the high-quality footage available to the War Memorial after shooting. Assistant Director Levin emphasized that with the increased focus on the

marketing of the venues, having access to professional-grade footage would be invaluable. Trustee Muduroglu noted Miss Tilly as an iconic San Francisco institution.

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

RESOLUTION NO. 25-06

RESOLVED, That the Board of Trustees of the War Memorial of San Francisco hereby approves the request from James Gates to waive the rental fees on the Herbst Theatre on March 17, 2025, for a film project on Miss Tilly.

**MISCELLANEOUS CORRESPONDENCE**

None.

**GOOD AND WELFARE**

There being no good and welfare, Vice President Horn closed good and welfare.

**PUBLIC COMMENT**

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

**ADJOURNMENT**

There being no further business, Vice President Horn adjourned the meeting in honor of Claude Jarman at 2:36 p.m.

Francesca Cicero  
Board Secretary

## **RULES OF CONDUCT/SUSPENSION OF PRIVILEGES**

### **Patrons, Donors, and Guests of War Memorial & Performing Arts Center Performances and Events**

The safety of visitors to War Memorial and Performing Arts Center venue performances and events is of primary concern to campus Management. To provide a safe performance experience and preserve the quiet enjoyment of performances and events, the War Memorial and the San Francisco Ballet, San Francisco Opera, and the San Francisco Symphony (“Resident Companies”) have established a policy outlining Rules of Conduct for patrons, donors, and guests of the venues and for responding to violations of Rules of Conduct including the circumstances under which privileges may be suspended.

#### **Section I – Rules of Conduct**

Patrons, donors, and guests of War Memorial and Performing Arts Center venue performances and events shall conduct themselves in an orderly and safe manner. Conduct of the nature described below shall not be permitted in the venues and may result in Management seeking the remedies described in Section II.

- Any act of violence including direct or indirect conduct, verbal or physical, which tends to cause another to reasonably fear for their own personal safety or that of their family, friends, associates, or property.
- Any threat of violence including direct or indirect, intentional, or unintentional, words or actions targeted at another individual.
- Any physical harassment including assault, battery, impeding or blocking, other physical contact, or interfering with the normal movement of another individual.
- Any verbal harassment including, but not limited to, hate speech or raising one’s voice to levels that disturb the individuals around them.
- Any sexual harassment - including comments, gestures, jokes, or innuendos.
- Any conduct that results from intoxication or otherwise impaired conduct that affects surrounding patrons’ experience, creates an unsafe environment, or inhibits staff’s ability to perform their duties.
- Unsafe conduct or conduct which creates a safety hazard to others.
- Vandalizing, damaging, stealing, or destroying property.
- Any illegal or criminal activity.
- Accessing or attempting to access any restricted area such as backstage or onstage without pre-approved permission.

# San Francisco War Memorial & Performing Arts Center

- Any violation of War Memorial or Resident Company policies including, but not limited to, those regarding the use of camera and recording equipment.
- Disorderly or disruptive conduct or causing a nuisance or unreasonable annoyance.
- Failure to follow instructions given by authorized staff or interfering with staff's performance of duties.

## **Section II – Violations of Rules of Conduct**

Violations of the Rules of Conduct shall be cause for one or more of the following remedies, at the discretion of Management, which will be determined by the severity of the violation:

- Verbal and/or written warning from usher(s) and/or management staff on duty.
- Refused admission to or ejection from the performance or event venue by management staff on duty.
- Suspension of privileges to enter and attend activities on the War Memorial and Performing Arts Center campus.
- Civil action in consultation with the Office of the City Attorney.

The War Memorial and Performing Arts Center campus takes the above issues seriously and will act in good faith to address concerns in a timely, respectful, and conscientious manner. If War Memorial or a Resident Company's Management decides to impose a suspension of privileges, the patron, donor, or guest will be so advised in writing at the time of the incident. In the event the individual has left the premises before the notice is issued or if the individual refuses to receive the notice, the notice will be held at the location of the incident until the individual returns.

Thank you for helping make the War Memorial campus a welcoming and respectful place for the entire community to enjoy.

*Adopted by War Memorial Board of Trustees Resolution No. 25-xx, on [date]*

**War Memorial & Performing Arts Center Rental Policy:  
Non-Discrimination and Equal Opportunity Policy**

**Purpose**

The purpose of this policy is to ensure that all individuals and organizations are given equal access to the rental of venues at the War Memorial, while also maintaining a safe, respectful, and legally compliant environment. This policy outlines the circumstances under which War Memorial Departmental Staff may deny or cancel a rental request, ensuring that decisions are made in accordance with principles of non-discrimination, fairness, and the protection of First Amendment rights.

**General Principles**

1. **Equal Opportunity:** The War Memorial is committed to providing equal access to its venues regardless of race, color, religion, gender, sexual orientation, age, disability, national origin, or any other protected characteristic under federal, state, or local law. We are dedicated to fostering an inclusive, welcoming environment for all licensees and attendees.
2. **First Amendment Rights:** We recognize and support the right to free speech, however, rental requests may be denied, as described below.
3. **Safe and Respectful Environment:** The War Memorial is committed to creating a safe, respectful, and inclusive environment for all employees, performers, patrons, and guests. We reserve the right to deny rental requests in the following situations:
  - **Violence, Abuse, or Threats Against City Employees, Officials, and/or Members of the Public:** Any event that consists of, promotes, or encourages physical harm or other violence, threats of harm or violence, or unlawful harassment toward City employees, officials, patrons, or other members of the public will not be permitted. This includes any behavior that disrupts the safety, or professional conduct of City employees or officials, patrons, or other members of the public. Management reserves the right to cancel any event where organizers, and/or others involved in an event, have made threats of violence or harassed City employees and/or War Memorial employees, patrons, or members of the public.
  - **Illegal Activity:** Events that promote or consist of illegal activities, including but not limited to the illegal use of drugs or alcohol, fraud, or violations of local, state, or federal laws, will not be allowed.
  - **Fundraising/Political Campaigns:** To avoid the appearance of the City's involvement in favoring or opposing candidates for public office, ballot measures

or political parties, political campaign events inside the War Memorial venues are strictly prohibited. For the purpose of this policy, a "political campaign event" is an event conducted for the purpose of (1) supporting or opposing any pending or proposed candidate for local, state, or federal office or any pending or proposed ballot measure; or (2) soliciting, accepting, or rewarding donors for contributions of, any funds that the person or organization soliciting or accepting the funds will use, directly or indirectly, to support or oppose any local, state, or federal candidate or any pending or proposed ballot measure.

### **Decision-Making Process**

Decisions to deny or approve a rental request will be made by War Memorial Departmental staff based on the criteria outlined above, with careful consideration to both the legal rights of the event organizers and the safety of all involved. We aim to strike a balance between freedom of expression and the need to protect the well-being and safety of the public and staff.

The War Memorial staff reserves the right to deny or revoke a rental request based on the foregoing.

### **Non-Discriminatory Rental Process**

The rental process will be transparent, with clear and consistent guidelines for all applicants. All requests will be considered based on the event's compatibility with the venue, logistical needs, and adherence to this policy.

The War Memorial values the right to free speech and artistic expression and is committed to upholding an inclusive and welcoming environment for everyone. Our rental policy ensures that, while we encourage diverse viewpoints and events, the safety, respect, and legal compliance of all individuals and groups is a top priority.

*This Policy was passed by Resolution # \_\_\_\_ at a meeting of the War Memorial Board of Trustees on xxxx, 2025.*



SAN FRANCISCO  
OPERA

February 18, 2025

Trustees of the War Memorial Performing Arts Center

Dear Trustees,

I am writing to request approval for the use of the Davies Symphony Hall parking lot (Lake Louise), for a rehearsal in preparation for our upcoming *Bohème Out of the Box* programming. This innovative touring initiative presents a 70-minute adaptation of *La Bohème* featuring six singers accompanied by keyboard performed on a 20-foot shipping container that has been adapted to turn into a mobile stage.

Now in its third year, *Bohème Out of the Box* has made a significant impact, visiting ten cities and introducing thousands of people—many for the first time—to opera. By bringing performances to neighborhoods where opera is not always easily accessible, this program has fostered a deeper appreciation for the art form and connected San Francisco Opera to the greater Bay Area in a dynamic new way. Additionally, we've seen a notable number of attendees go on to purchase tickets for performances at the War Memorial Opera House, demonstrating the program's lasting influence.

As we prepare for our Spring 2025 tour, we are seeking a convenient location to hold a final dress rehearsal on the mobile stage before we take the programming to new venues. Holding this rehearsal on campus would be particularly beneficial, allowing for a seamless transition from our staging rehearsals in Zellerbach Rehearsal Hall B while maximizing proximity to our Costume Shop, backstage spaces, and offices. We would greatly appreciate your approval to use the Lake Louise parking lot for two days of activity: Friday, April 18th and Saturday, April 19th. Below are the details of our request:

**Friday, April 18, 2025:**

**7:00 - 8:00 AM:** A semi-truck will pull into the parking lot to place the shipping container per the attached diagram.

**8:00 AM - 5:00 PM:** Our six-person production crew will set up the container and rehearsal infrastructure. Security guards will be present overnight to monitor the equipment, which will include the container, two 10x10 pop-up tents, and electrical and sound equipment.

**Saturday, April 19, 2025:**

**8:00 AM - 12:00 PM:** Crew will complete final setup and conduct sound system tests.

**1:00 - 4:30 PM:** A rehearsal with six singers and one keyboard will take place with sound amplification. (Speakers will be positioned south towards Zellerbach Rehearsal Halls and will be kept at low levels.)

**4:30 - 8:00 PM:** The crew will dismantle the setup, and the truck will return to remove the container. We plan to have the lot cleared by the end of the day.

Our colleagues at the San Francisco Symphony are comfortable with this proposed use and schedule, pending War Memorial Trustee approval. We are coordinating closely with War Memorial staff and other campus tenants to relocate displaced parking to either our lot at 600 McAllister Street or the Performing Arts Garage. To minimize disruption and comply with Fire Department capacity

ordinances, access to the parking lot during this time will be restricted to San Francisco Opera employees only (maximum 50 people), with no public attendance allowed within the lot. Security personnel will be present at all times to control access and monitor the rehearsal activity. Additionally, we will obtain all required permits from the City of San Francisco, including authorization for amplified sound. We will of course be happy to pay the standard War Memorial ground usage fees for these two days of activity.

I sincerely appreciate your kind consideration of this request and would be grateful for your approval to use the Lake Louise parking lot for this proposed rehearsal usage. This location would be invaluable to our *Bohème Out of the Box* preparations with the added benefit of offering passersby a glimpse into our creative process. Please let me know if you require any additional information or have any questions.

With warmest wishes,



Matthew Shilvock  
General Director  
San Francisco Opera

