

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS FOR: May 9, 2024

WAR MEMORIAL OPERA HOUSE

San Francisco Ballet May 5, 2024
San Francisco Ballet will use their 2nd of 2 annual catering exemptions for their end of season party on the Opera house Loggia. Catering will be by Andina.

DAVIES SYMPHONY HALL

San Francisco Symphony September 2024 – January 2025 \$213,375.00 vs. 10%
2024-25 Season (Partial) \$222,945.00 Maximum

THE GREEN ROOM

OneVet OneVoice June 8, 2024 \$1,790.00
Art Expo

Alfred Nguini Wedding July 9, 2024 \$3,200.00

Consulate General of France July 11, 2024 \$1,385.00
Bastille Day

OEWD - Workforce Investment Board Fiscal Year 24-25: \$4,900.00
Quarterly Meetings 9/11/24, 12/11/24, 3/5/25, 6/4/25

Villa Sinfonia Foundation January 10, 2025 \$1,225.00
Gala

Sherman Elementary March 15, 2025 \$1,545.00
Fundraiser

InterMusic SF October 19, 2025 \$1,225.00
Music Day 2025

SHE-CAN November 15, 2025 \$1,225.00
Annual Gala

HERBST THEATRE

SF JAZZ June 6-7, 2024 \$2,900.00
Summer Festival

Omotesenke Domokai N. California June 15, 2024 \$2,760.00
Ceremony

Bay Area Rainbow Symphony June 22, 2024 \$1,450.00
Pride Concert

UCSF School Of Pharmacy July 19, 2024 \$860.00
Graduation

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS FOR: May 9, 2024

HERBST THEATRE (cont.)

Asian American Foundation Pageant	August 8-10, 2024	\$3,050.00
UCSF School of Medicine White Coat Ceremony	August 11, 2024	\$860.00
GAPA GLBTQ+ Asian Pacific Alliance Awards Show	September 14, 2024	\$1,525.00
Omni Foundation Dynamite Guitars Performance	September 21, 2024	\$1,525.00
Committee to Promote Reunification of China Performance	September 22, 2024	\$1,525.00
SF Philharmonic Performance	September 28, 2024	\$1,525.00
SF Fleet Week Association Honor Our Fallen Concert	October 10, 2024	\$1,525.00
Abstraction Media Inc Max Amini / Comedy	October 18, 2024	\$3,050.00
Chavalos de Aqui y Alla Son Nica Concert	September 6 – 7, 2024	\$2,735.00
Chamber Music SF 2025 Season (10 concerts)	February 16 – May 11, 2025	\$15,250.00
(((folkYeah))) Ty Segall	February 23, 2025	\$3,050.00
The Super Super Brass Band Concert	March 22, 2025	\$1,525.00
SF JAZZ Sona Jobarteh	April 4, 2025	\$1,525.00
SF Conservatory of Music Commencement	May 23, 2025	\$1,525.00
Drew School Graduation Ceremony	May 29, 2025	\$1,525.00
SF High School of the Arts Spring Recital	May 30, 2025	\$1,525.00

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS FOR: May 9, 2024

HERBST THEATRE (cont.)

Tutu School, LLC Spring Brava Bash	June 5, 2025	\$3050.00
The International School of SF Graduation Ceremony	June 7, 2025	\$1,525.00
Star Dance Studio Spring Show	June 12-14, 2025	\$8,520.00
InterMusic SF Music Day 2025	October 19, 2025	\$1,525.00
SF Civic Symphony Association 2025/26 Season	November 2, 2025	\$1,525.00
Golden Gate Symphony 2025-26 Season (4 concerts)	November 9, 2025 – May 24, 2026	\$6,100.00
SHE-CAN Annual Gala	November 15, 2025	\$1,525.00
SF Civic Symphony Association 2025/26 Season	November 16, 2025	\$1,525.00
SF Civic Symphony Association 2025/26 Season	January 18, 2026	\$1,525.00
SF Civic Symphony Association 2025/26 Season	February 1, 2026	\$1,525.00
SF Civic Symphony Association 2025/26 Season	March 29, 2026	\$1,525.00
Synergy School Spring Concert	April 1-2, 2026	\$3,050.00
SF Civic Symphony Association 2025/26 Season	April 19, 2026	\$1,525.00
SF Conservatory of Music Commencement	May 22, 2026	\$1,525.00
Drew School Graduation	May 28, 2026	\$1,525.00
International School of SF Graduation	May 29-30, 2026	\$3,050.00

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS FOR: May 9, 2024

HERBST THEATRE (cont.)

SF Civic Symphony Association 2025/26 Season	June 7, 2026	\$1,525.00
Tutu School, LLC Spring Brava Bash	June 14, 2026	\$1,525.00
SF Civic Symphony Association 2025/26 Season	June 21, 2026	\$1,525.00

WILSEY CENTER

SF Opera Guild Parents Recital	May 13, 2024	\$750.00
Merola Opera Program Meet the Merolini 2024	June 10, 2024	\$750.00
Voices of Music Performance	December 7, 2024	\$900.00
InterMusic SF Music Day 2025	October 19, 2025	\$2,000.00

San Francisco War Memorial				
Operating Account - 14670				
FY 2023 - 2024 Appropriations Report - April 30, 2024				
ACCOUNT	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Salaries & Benefits	Permanent Salaries	\$ 7,054,419	\$ 4,971,087	\$ 2,083,332
	Temporary Salaries	\$ 381,958	\$ 609,272	\$ (227,314)
	Premium Pay	\$ 153,945	\$ 106,240	\$ 47,705
	One-Time Salaries Payments	\$ -	\$ 33,068	\$ (33,068)
	Overtime	\$ 254,731	\$ 222,297	\$ 32,434
	Holiday	\$ 102,799	\$ 71,364	\$ 31,435
	Mandatory Fringe Benefits	\$ 3,491,587	\$ 2,600,000	\$ 891,587
	Sub Total	\$ 11,439,439	\$ 8,613,326	\$ 2,826,113
Non Personnel Services	Travel	\$ -	\$ -	\$ -
	Fees_Other	\$ -	\$ -	\$ -
	Training	\$ 18,076	\$ 9,950	\$ 8,126
	Employee_Expenses	\$ -	\$ 2,918	\$ (2,918)
	Membership_Fees	\$ 4,175	\$ 3,325	\$ 850
	Professional_Special_Services	\$ 91,403	\$ 137,196	\$ (45,793)
	Maintenance_Services_Build_Struct	\$ 948,374	\$ 941,181	\$ 7,194
	Maintenance_Services_Equipment	\$ 52,018	\$ 14,244	\$ 37,774
	Rent_Lease_Equipment	\$ 17,873	\$ 16,263	\$ 1,610
	Other Current Expenses	\$ 85,631	\$ 33,345	\$ 52,285
	Taxes_Licenses_Permits	\$ 219,681	\$ 203,583	\$ 16,098
	Utilities_Telephone	\$ -	\$ -	\$ -
	Sub Total	\$ 1,437,232	\$ 1,362,006	\$ 75,226
		Materials & Supplies	\$ 319,409	\$ 319,387
Services of other Departments	Human Resources Modernization	\$ 7,286	\$ 3,643	\$ 3,643
	Diversity Equity Inclusion	\$ 1,617	\$ 1,617	\$ -
	GF-PUC-Light Heat & Power	\$ 2,065,355	\$ 1,137,743	\$ 927,612
	PUC Sewer Service Charges	\$ 195,925	\$ 73,947	\$ 121,978
	Ef-PUC-Water Charges	\$ 145,452	\$ 63,680	\$ 81,772
	DT Technology Projects	\$ -	\$ -	\$ -
	DT Technology Infrastructure	\$ 176,577	\$ 132,433	\$ 44,144
	GF-City Attorney-Legal Service	\$ 93,283	\$ 8,631	\$ 84,652
	DT Enterprise Tech Contracts	\$ 25,124	\$ 25,124	\$ -
	DT Telecommunications Services	\$ 29,514	\$ 25,237	\$ 4,277
	GF-GSA-Facilities Mgmt Svcs	\$ 4,346,552	\$ 2,049,931	\$ 2,296,621
	GF-HR-Equal Emplmnt Opportuni	\$ 26,654	\$ 13,327	\$ 13,327
	GF-HR-Mgmt Training	\$ 65,880	\$ -	\$ 65,880
	GF-HR-Workers' Comp Claims	\$ 120,533	\$ 38,983	\$ 81,550
	GF-Chs-Medical Service	\$ 30,254	\$ -	\$ 30,254
	GF-Chs-Toxic Waste&Haz Mat Svc	\$ 14,881	\$ 1,175	\$ 13,706
	Is-Purch-Reproduction	\$ 8,500	\$ 410	\$ 8,090
	GF-Rec & Park-Gardener	\$ 198,668	\$ 146,757	\$ 51,911
	Sub Total	\$ 7,552,055	\$ 3,722,638	\$ 3,829,417
		TOTAL OPERATING	\$ 20,748,134	\$ 14,017,357
14680	Annual Capital Improvement Project	\$ 741,795	\$ 603,889	\$ 137,907
	GRAND TOTAL	\$ 21,489,930	\$ 14,621,245	\$ 6,868,684
10000	Debt Service	\$ 9,600,895	\$ 8,810,021	\$ 790,875
14720	War Memorial Reserve	\$ 1,398,024	\$ 477,731	\$ 920,293
14700	Concessions Equip. Repl. Fund	\$ 53,835	\$ 12,616	\$ 41,219

**San Francisco War Memorial
FY 2023-2024 Housekeeping Expenditures - April 30, 2024**

PO Number	Description	Amount	Fund Source
<u>PURCHASE ORDER</u>			
816854	BEARING AGENCIES INC	\$ 1,200.18	14720
816872	GRAINGER	\$ 191.11	14670
816884	GRAINGER	\$ 3,578.21	14720
817225	GRAINGER	\$ 380.22	14670
817272	STAPLES BUSINESS ADVANTAGE	\$ 179.98	14720
817279	MCCLURE ELECTRIC INC	\$ 6,128.00	14670
817285	JCX EXPENDABLES	\$ 1,698.03	14720
817915	SHERWIN-WILLIAMS CO	\$ 6,862.84	14720
818201	D T C GRIP & ELECTRIC INC	\$ 11,223.46	14680
818453	AIR FILTER SUPPLY INC	\$ 8,586.00	14720
818507	GRAINGER	\$ 1,399.59	14720
819268	XTECH	\$ 495.00	14670
820033	GRAINGER	\$ 5,506.77	14720
820441	XTECH	\$ 135.00	14670
820775	Comfort Dynamics, Inc	\$ 7,894.00	14670
823074	GRAINGER	\$ 558.96	14720
823281	Comfort Dynamics, Inc	\$ 10,953.65	14670
823281	Comfort Dynamics, Inc	\$ 27,591.35	14680
824047	STAPLES BUSINESS ADVANTAGE	\$ 33.42	14670
	Total	\$ 94,595.77	
FUND CODE:	DESCRIPTION:		
14670	Operating	26,210.40	
14680	Facilities Maintenance	38,814.81	
14690	Capital Projects		
14700	Concessions Equipment Replacement Fund		
14720	War Memorial Reserve	29,570.56	
14820	Gift Fund		
	Total	\$ 94,595.77	

San Francisco War Memorial
FY 2023-24 Revenue Report - April 30, 2024

Account		APRIL REVENUE	YEAR TO DATE	FY2023-24 Budget	Percent of Budget	LAST YEAR TO DATE
FACILITY RENTAL						
435511	Opera House	\$ 61,672.37	\$ 654,592.37	\$ 543,932.00	120%	\$ 512,930.00
435512	Green Room	13,430.00	\$ 154,160.00	287,351.00	54%	165,865.00
435521	Herbst Theatre	22,350.00	\$ 252,235.00	241,287.00	105%	241,478.00
435531	Davies Symphony Hall	104,715.00	\$ 645,660.00	664,772.00	97%	634,700.80
435542	Wilsey Center	20,420.00	\$ 168,555.06	163,158.00	103%	136,802.50
462891	Zellerbach Rehearsal Hall	1,200.00	\$ 270,090.80	256,063.00	105%	276,685.00
	Sub Total	\$ 223,787.37	\$ 2,145,293.23	\$ 2,156,563.00	99%	\$ 1,968,461.30
OFFICE RENTAL						
435517	San Francisco Ballet (OH)	\$ 2,771.26	\$ 27,712.60	\$ 28,267.00	98%	\$ 29,122.60
435519	San Francisco Opera (OH)	15,982.59	\$ 175,808.49	163,022.00	108%	200,025.12
435539	San Francisco Symphony (DSH)	16,099.20	\$ 160,992.00	164,212.00	98%	166,367.00
435540	Veterans Bldg. Office Rent (SFO)	40,199.22	\$ 442,191.42	410,656.00	108%	417,974.79
462861	Veterans Building Occupancy Fees	10,437.66	\$ 108,030.24	109,570.00	99%	108,030.24
	Sub Total	\$ 85,489.93	\$ 914,734.75	\$ 875,727.00	104%	\$ 921,519.75
FOOD/BEVERAGE CONCESSIONS						
435611	Opera House	\$ 47,770.18	\$ 410,049.53	\$ 350,000.00	117%	\$ 323,961.99
435611	Herbst Theatre	\$3,962.36	\$ 20,452.79	9,749.00	210%	18,896.37
435631	Davies Symphony Hall	16,336.59	\$ 210,852.72	207,132.00	102%	170,423.78
	Sub Total	\$ 68,069.13	\$ 641,355.04	\$ 566,881.00	113%	\$ 513,282.14
PROGRAM CONCESSIONS						
435612	Opera House	\$ -	\$ 34,814.35	\$ 4,000.00	870%	\$ -
435612	Herbst Theatre	409.60	\$ 2,780.40	1,468.00	189%	2,090.23
435632	Davies Symphony Hall	-	\$ 4,526.18	4,201.00	108%	6,000.43
	Sub Total	\$ 409.60	\$ 42,120.93	\$ 9,669.00	436%	\$ 8,090.66
MISCELLANEOUS REVENUE						
435232	Parking Fees	\$ 2,490.00	\$ 33,251.00	\$ 46,518.00	71%	\$ 32,679.00
462899	Miscellaneous Revenue	11,254.00	\$ 174,931.59	148,171.00	118%	137,688.09
	Sub Total	\$ 13,744.00	\$ 208,182.59	\$ 194,689.00	107%	\$ 170,367.09
	GROSS REVENUE	\$ 391,500.03	\$ 3,951,686.54	\$ 3,803,529.00	104%	\$ 3,581,720.94
	Less 15% War Memorial Reserve	\$ (58,725.00)	\$ (592,752.98)			\$ (537,258.14)
	Payment to War Memorial Commission	(4,450.00)	\$ (44,500.00)			(36,700.00)
	NET REVENUE	\$ 328,325.03	\$ 3,314,433.56			\$ 3,007,762.80
OTHER FUNDS						
435614	Concessions Equipment Replacement	\$ 3,254.63	\$ 32,330.31	\$ -		\$ 23,296.47

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING
Thursday, April 11, 2024

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, April 11, 2024, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Horn presiding.

ROLL CALL

Present: President Horn, Trustee Fisher, Trustee Gatti, Trustee Kopp, Trustee Newstat, Trustee Pelosi and Trustee Wright

Absent: Vice President Wilsey, Trustee Lui, Trustee Muduroglu, 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).

PRESIDENT'S REPORT

President Horn had no report for this meeting.

MANAGING DIRECTOR'S REPORT

Managing Director Kate Sofis stated that there is a security steering committee that includes the War Memorial and the resident companies, who have engaged an outside security firm, GSIS, to evaluate the security at all the War Memorial buildings. She reported that the security consultant would be attending the May Board meeting to discuss these security recommendations. Board Secretary Cicero confirmed that there is an exception in the Brown Act to hold a closed session to discuss security matters. Director Sofis also announced that effective this week, beverages can be brought into the Herbst Theatre, making all venues consistent to enhance the patron experience and assist with beverage sales.

ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Rob Levin started with acknowledgement of the Booking Team, including Booking Team Supervisor, Emma Logan, training all the new staff on the team, and Elizabeth Dreeseon, the Booking Manager for The Green Room for bringing in 16 new events to The Green Room since the last Board meeting. He also reported on a new licensee for three performances in Davies Symphony Hall and 7 new bookings in the Herbst Theatre. Director Levin also noted six confirmed weddings, and an additional 8 holds and 12 site visits for The

Green Room, which indicates a positive trajectory for weddings in the venue, resulting from the price decrease. He also pointed out that with 9-10 months of the fiscal year in the books, almost all revenue numbers are hitting the target of 80-83% of projected earned revenue, outside of The Green Room.

Approval of Consent Agenda: Assistant Managing Director Levin stated that items submitted on the Consent Agenda included the minutes of the March 14, 2024 Regular meeting of the Board; Rental Requests for April 11, 2024; and Housekeeping Expenditure Reports for March 2024.

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

RESOLUTION NO. 24-08

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of March 14, 2024 Regular meeting of the Board; Rental Requests for April 11, 2024; and Housekeeping Expenditure Reports for March 2024, are hereby approved.

COMMITTEE REPORT

San Francisco Ballet and Opera Proposal to use of Accrued and Future “Facility Fee” funds for upgrades to automatic rigging system in the Opera House: President Horn stated that the Presentors Liaison Committee met earlier to consider the proposal from the San Francisco Ballet and Opera to approve use of current and future accrued “Facility Fee” funds, related to upgrading the automatic rigging and associated theatrical systems in the Opera House and to dedicate future collected “Facility Fees” to the project to cover expected expenditures. He noted that the Committee recommended to the Board that it adopt the proposal from the Opera and Ballet as submitted. Director Sofis explained that the automatic rigging and associated theatrical systems are crucial systems in the Opera House, involving the art of moving things onstage using motors and computers: including curtains, scenery, lighting bridges, and people. She stated that the systems critically need replacement now, due to the obsolescence of the current system by the vendor.

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

RESOLUTION NO. 24-09

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, to adopt the recommendation of the Presentors Liaison Committee and approve the request from the San Francisco Opera and San Francisco Ballet to use accrued and future “Facility Fees” towards the upgrades to the automatic rigging and associated theatrical systems in the Opera House as presented, is hereby approved.

Proposal to Extend Collection of “Facility Fee” to Outside Licensees of the Opera House: President Horn stated the Presentors Liaison Committee also recommended approval to begin collecting “Facility Fees” from all outside licensees who rent the Opera House.

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

RESOLUTION NO. 24-10

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, to adopt the recommendation of the Presentors Liaison Committee and approve staff’s proposal as presented to begin collecting “Facility Fees” from all outside licensees who rent the Opera House, is hereby approved.

Global Gourmet Catering Contract Terms: President Horn stated that the Presentors Liaison Committee recommended that the Full Board adopt staff’s proposal regarding the renewal agreement with Global Gourmet Catering, and to direct staff to negotiate the final contract with Global Gourmet, to begin on January 1, 2025, as submitted. Director Sofis noted that the recommendations that staff have proposed are the result of a working group collaborating for the last nine months, including Global Gourmet and the resident companies. She stated that the first category of changes is how to set aside funds for improvements and upgrades. Director Sofis explained that the proposal involved combining two overlapping mechanisms currently in place into one single Food and Beverage Improvement Fund, calculated at 6% of gross receipts, to be paid monthly. She stated this would include releasing Global Gourmet from the remaining \$240K in capital expenditure expense obligations from the previous contract, noting that the new calculations should provide the Department with more investment funds moving forward on a regular basis. She noted the second is to have the current contract end on December 31, 2024, one month early to coincide with the calendar year. Director Sofis also noted that all three resident companies are seeking ways to provide patrons with experiences that combine a performance with a special food and beverage “experience” before, during, or after the performance, like extending regular concession hours, to concessions with a themed specialty food or cocktails. She stated that the changes to the current contract would allow for a third category of resident company events and activations, a hybrid model between concessions and one-off catering events. She also clarified that two annual outside caterer exemptions allotted to each resident company cover all activations/sub-events for the same event, no matter how many spaces or buildings are used, which allow resident companies to save costs by engaging a single caterer for their large-scale events. Trustee Kopp asked about whether the contract was competitively bid and President Horn responded that it was. President Horn commended staff and Director Sofis on the collaboration.

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

RESOLUTION NO. 24-11

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, to adopt the recommendation of the Presentors Liaison Committee and approve staff’s proposal regarding the renewal agreement with Global Gourmet Catering, and direct staff to negotiate the final contract with Global Gourmet on these terms, to begin January 1, 2025, as submitted, is hereby approved.

MISCELLANEOUS CORRESPONDENCE

None.

GOOD AND WELFARE

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

PUBLIC COMMENT

Ann Lemberg asked the Board to reconsider the placement of the World War history banners on the second floor of the Veterans Building to move them back to the first floor. There being no further public comment, President Horn closed public comment.

ADJOURNMENT

There being no further business, Chair Horn adjourned the meeting at 2:32 p.m.

Francesca Cicero
Board Secretary

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
PRESENTORS LIAISON COMMITTEE / SPECIAL MEETING

Thursday, April 11, 2024

The Presentors Liaison Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:00 p.m. on Thursday, April 11, 2024, in the in the Trustees' Board Room, War Memorial Opera House, Chair Horn presiding.

ROLL CALL

Committee Members Present: President Horn, Trustee Fisher, Trustee Pelosi, Trustee Newstat

Committee Members Absent: Vice President Wilsey

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

San Francisco Ballet and Opera Proposal to use of Accrued and Future “Facility Fee” funds for upgrades to automatic rigging system and associated theatrical systems in the Opera House: President Horn stated that there was a proposal before the Committee from the San Francisco Ballet and Opera to approve use of current and future accrued “Facility Fee” funds, to upgrade the automatic rigging and associated theatrical systems in the Opera House and to dedicate future collected “Facility Fees” to the project to cover expected expenditures. He reminded the Trustees that at the last Regular Board meeting, Matthew Shilvock from the San Francisco Opera presented to the full Board about this project. President Horn invited Arturo Jacobus from the San Francisco Ballet to present to the Committee.

Mr. Jacobus explained that the automatic rigging system is a mission-critical system in the Opera House, involving the art of moving things onstage using motors and computers; including curtains, scenery, lighting bridges, and people. He noted that before 2011 the theatrical systems were manual. He stated that post-2011, the Ballet and Opera invested (80% & 20% ratio) in an automated system, installed between 2001-2011, replacing dangerous counterweights with motors, controlled by a computerized system, bringing in more contemporary functioning in the Opera House. Mr. Jacobus stated that the system was anticipated to have an in-service life of 10-15 years, and the automation system critically needs replacement now. He also explained that in late 2021, the manufacturer of the existing “Nomad” automation system, TAIT, informed the Opera they would no longer be manufacturing parts, or servicing the Nomad system as of December 2022, basically forcing a change to their new “Navigator” system. Mr. Jacobus acknowledged that without TAIT support, parts must be foraged from disposed systems around the country or on sites like eBay. He also acknowledged that if something goes wrong, there is limited ability to fix it, and TAIT is not able to work with the resident companies on configuring the system for critical production-specific solutions.

Mr. Jacobus stated that with each passing month, the risk of losing a performance to an automation malfunction increases, moving beyond an acceptable level of risk. He explained that the issues will eventually lead to the cancellation of performances. Mr. Jacobus explained that the proposal involves a multi-phase implementation of the TAIT Navigator, which will address system vulnerabilities and add functionality. He explained that the Opera has been implementing preparatory phases, and the next major work needs to be undertaken in July 2025 – but parts must be ordered by August 2024 to secure the parts in time. He noted that the total cost of the upgrade to the Navigator system is projected to be \$5.5 million dollars, \$2.7 of which will be covered by San Francisco Opera capital, and \$2.9 million which is requested in facility fees. He also noted that since paying off the balance of the

seating project, the Opera and Ballet will have secured sufficient facility fees to cover the project by the end of Fiscal Year 2027.

Mr. Jacobus stated that while the Opera has agreed to invest almost 50 percent of the system through its own capital planning, the Facility Fee is the only viable funding source for the remaining 50 percent. He noted that the agreement to use the Facility Fee requires three-way approval between the Opera, Ballet, and War Memorial, and respectfully requested that the Committee consider the proposal.

President Horn asked what happens to any overage amounts in Facility Fees once the systems replacement is complete. Managing Director Sofis responded that monies would continue to accrue as long as the Board continues to collect Facility Fees and can be used for other projects in the future. Trustee Fisher asked about the ongoing run-rate for operation of the systems. Jeremy Patfield, Director of Production for the San Francisco Opera, responded that the lifecycle of the upgrades to the systems are similar to the current configuration and operation costs are contained within the number presented to the Board, so no additional funds would be required for the normal operation, training, or software upgrades.

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

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve the request from the San Francisco Opera and San Francisco Ballet to use accrued and future “Facility Fees” towards the upgrades to the automatic rigging and associated theatrical systems in the Opera House as presented.

Proposal to Extend Collection of “Facility Fee” to Outside Licensees of the Opera House: President Horn then discussed the proposal to begin collecting “Facility Fees” from outside licensees who rent the Opera House, in order to make it consistent across licensees who rent the Opera House. Assistant Managing Director Levin noted that this proposal is designed to bring equity among all licensees who rent the Opera House, who would also enjoy the benefits of upgrades to the venue. He explained that this would add a Facility Fee to all ticketed events occurring at the Opera House. Trustee Fisher noted that everyone who uses the building should be involved in contributing to the cost of the wear-and-tear and maintenance. Director Sofis responded that most of the funds that the Department gets from the City are for maintenance of the buildings, and the “Facility Fee” is designed to cover projects that would not fall within the regular maintenance, like upgrades to theatrical systems or the seating replacement project in the Opera House. Trustee Newstat underscored the need to be aware of the public and the perception of fees being added to ticket prices. Trustee Fisher suggested adding a note in the programs about the breakdown of what these “Facility Fees” cover for the venues they are visiting.

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

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve staff’s proposal to begin collecting “Facility Fees” from all outside licensees who rent the Opera House, as presented.

Global Gourmet Catering Contract Terms: President Horn noted that consideration of outstanding Capital Expenditure requirements and reduction of the current commission rate in the Global Gourmet Catering agreement with the War Memorial was referred to the Presentors Liaison Committee at the January 12, 2023, Regular Board meeting. He stated that on August 10, 2023, a request from Global Gourmet regarding their intent to extend their contract for another five-year period was also referred to the Committee. He stated that the renewal of the agreement is upcoming and Global Gourmet is in attendance to discuss the proposed amendments to the original contract terms and the renewal agreement between the War Memorial and Global Gourmet Catering as the

exclusive concessionaire of the campus. President Horn invited Laura Lyons, CEO of Global Gourmet to address the Trustees. Ms. Lyons thanked the Board for their assistance over the challenging years of the pandemic. She noted that in 2023, Global Gourmet requested that the remainder of the capital expenditure requirements under the five-year deal be forgiven, because there was not enough revenue generated due to Covid. Director Sofis noted that staff and Global Gourmet have been meeting weekly on the renewal of the agreement to understand what is working and what opportunities there are to support the resident companies and outside licensees with a creative food and beverage program. She began with how the Department looked at Global Gourmet's investment into the food and beverage premises of the buildings. She stated that previously Global Gourmet was paying into the "Concessions Equipment Replacement Fund (CERF)" which was designed to fund replacement and repair of equipment that breaks. She noted the second set of funds is known as "CapEx" which is a commitment of funds to support larger improvements to the War Memorial premises. She explained that as staff analyzed expenditures, there seemed to be an artificial distinction between these two types of expenditures. She also noted that since CapEx is a fixed amount, the Department also does not benefit when Global Gourmet is more successful and are not relieved of obligations if they do not (such as in the pandemic, when performances were canceled, and the buildings were closed). Director Sofis explained that the proposal involved combining these into one single Food and Beverage Improvement Fund, at a contribution rate of 6% of the gross receipts. She also stated that these funds would be sent directly to the Department monthly. She noted that this new calculation will contribute an amount significantly higher than the Department would receive under the previous methodology, and staff believes Global Gourmet have contributed the most that they can against their original CapEx commitment. Director Sofis also noted one minor change to allow the renewal to start on January 1, 2025, to coincide with the calendar year.

Director Sofis also noted that all three resident companies are seeking ways to provide patrons with experiences that combine a performance with a special food and beverage "experience" before, during, or after the performance, like extending regular concession hours, to concessions with a themed specialty food or cocktails. She stated that the changes to the current contract here would allow for a third category of resident company events and activations, keeping the same percentage as regular concessions operations. She also clarified that two annual outside caterer exemptions allotted to each resident company cover all activations/sub-events for the same event, no matter how many spaces or buildings are used, which allow resident companies to save costs by engaging a single caterer for their large-scale events. Director Sofis also explained that the proposal also includes events held on the grounds of the War Memorial, to ensure that Global Gourmet participates in these activations.

President Horn invited representatives from the resident companies to weigh in on these proposed changes. Andrew Dubowski from the San Francisco Symphony stated that they are supportive of the changes, especially the one exemption per-event change and found the process of reviewing the contract with the Department to be very collaborative. Juliette Leblanc from the San Francisco Ballet agreed that they were also in favor of this proposed agreement. Jen Good from the San Francisco Opera also noted their support of the changes. Trustee Fisher asked how the 6% was calculated. Ms. Lyons responded that Global Gourmet was projecting a modest 5% increase, as organizations are still recovering from the effects of the pandemic. Director Sofis also noted that staff looked at Global Gourmet's financials, including their gross margins and net income to determine what would work in relation to their earned income figures. Gina Robak of Global Gourmet said that the special activations have been successful and they look forward to evolving these in partnership with the resident companies. President Horn remarked favorably on the level of collaboration between all the parties.

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

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve staff's proposal regarding the renewal agreement with Global Gourmet Catering and direct staff to negotiate the final contract with Global Gourmet on proposed terms, to begin January 1, 2025, as submitted.

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.

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

ADJOURNMENT

There being no further business, President Horn adjourned the meeting at 2:53 p.m.

Francesca Cicero
Board Secretary