

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

**RENTAL REQUESTS: September 10, 2020**

**DAVIES SYMPHONY HALL**

San Francisco Symphony		
Outdoor 1:1 Concerts	September 10, 2020	\$260.00
	September 17, 2020	\$260.00
	September 24, 2020	\$260.00

**HERBST THEATER**

InterMusic – SF		
Music Day/Week Performance Capture	September 14-18, 2020	\$3,300.00

**WAR MEMORIAL OPERA HOUSE**

San Francisco Ballet		
Outdoor Concert	September 9, 2020	\$260.00

**San Francisco War Memorial & Performing Arts Center**  
**Refund Requests: September 10, 2020**

<b>VENUE</b>	<b>LICENSEE</b>	<b>EVENT DATE(S)</b>	<b>AMOUNT</b>
Wilsey Center	Friends of SFAnimal Care & Control(SFACC)	4/27/2020	\$ 500.00
Wilsey Center Total:			\$ 500.00
Grand Total:			\$ 500.00

**San Francisco War Memorial**  
**FY 2020-2021 Appropriations Report - August 31, 2020**

OBJ	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,610,632	\$ 744,412	\$ 4,866,220
501010	Temporary Salaries	231,653	30,499	201,154
509010	Premium Pay	142,074	13,515	128,559
510210	One-Time Salaries Payments		28,001	(28,001)
511010	Overtime	92,661	9,690	82,971
501070	Holiday	95,904	5,818	90,086
513000	Mandatory Fringe Benefits	3,370,681	433,752	2,936,929
521030	Air Travel	-	-	-
521050	Non-Air Travel	-	-	-
522000	Training	12,600	-	12,600
523010	Auto Mileage	100	-	100
524010	Membership Dues	3,795	3,150	645
527090	Special Inspection & Testing Services	-	-	-
527610	Systems Consulting	88,000	-	88,000
527990	Other Professional Services	6,750	-	6,750
528010	Scavenger Service	310,000	22,721	287,279
528030	Pest Control	38,825	-	38,825
528910	Elevator Service	225,096	25,612	199,484
528990	Other Building Maintenance Services	1,062,071	32,561	1,029,510
529110	Data/Word Processing Maintenance	15,000	49	14,951
529990	Other Equipment Maintenance	28,000	4,260	23,740
531000	Equipment Lease/Rental	15,725	990	14,735
535000	Other Current Expenses	47,890	-	47,890
540000	Materials & Supplies	278,657	14,743	263,914
552110	Taxes (Community Benefit District)	173,741	-	173,741
552115	Sales Tax	-	8,485	(8,485)
552210	Fees, Licenses and Permits	26,800	2,440	24,360
581051	PUC - Light, Heat and Power	844,410	-	844,410
581063	PUC - Sewer Service	104,200	4,410	99,790
581064	PUC - Water	92,400	4,552	87,848
581210	DTIS - ISD Services-Infrastructure	147,498	-	147,498
581270	City Attorney - Legal Services	100,000	-	100,000
581325	DTIS - Enterprise Agreement	3,793	-	3,793
581360	DTIS - Telephone Services	24,601	-	24,601
581410	GSA - Custodial Services	1,729,859	-	1,729,859
581450	DHR - Management Training	19,855	-	19,855
581460	DHR - Workers Compensation	40,619	-	40,619
581570	DPH - Medical Services/Training	20,856	-	20,856
581580	DPH - Toxic Waste & Haz. Mat Svcs.	7,980	-	7,980
581820	Purchasing - Reproduction	8,500	-	8,500
581880	Rec. Park - Gardener Services	187,264	-	187,264
	<b>TOTAL OPERATING</b>	<b>\$ 15,208,490</b>	<b>\$ 1,389,661</b>	<b>\$ 13,818,829</b>
067AAP	Facilities Maintenance	\$ 252,631	\$ 257,614	\$ (4,983)
067ACP	Capital Improvements	-	273,936	(273,936)
067ACP	Capital Equipment	-	-	-
	<b>GRAND TOTAL</b>	<b>\$ 15,461,121</b>	<b>\$ 1,921,211</b>	<b>\$ 13,539,910</b>
570000	Debt Service	\$ 9,253,577	\$ 2,384,717	\$ 6,868,860
	War Memorial Reserve	\$ 2,150,809	\$ 28,996	\$ 2,121,813
	Concessions Equip. Repl. Fund	\$ 90,215	\$ -	\$ 90,215

**San Francisco War Memorial**  
**FY 2020-2021 Housekeeping Expenditures - August 31, 2020**

Number	Description	Amount	Fund Source
	(1) PURCHASE ORDER		
458213	Simpson Gumpertz & Heger Inc	35,000.00	14670
458212	D T C Grip & Electric Inc	33,377.17	14670
458208	Van Deusen & Associates	5,000.00	14670
458209	Schneider Electric Buildings	62,745.00	14670
458210	Aramark Uniform	4,500.00	14670
456572	Beronio Lumber Co	175.20	14670
456277	Air Filter Supply Inc	5,039.61	14670
456111	Aqua Treat Chemicals Inc	3,569.40	14670
456567	Grainger	1,234.00	14670
456528	Aqua Treat Chemicals Inc	1,948.75	14670
456571	Simpson Gumpertz & Heger Inc	35,000.00	14670
454578	Robinson-Nieri-White-Constr	69,089.00	14670
454574	Robinson-Nieri-White-Constr	17,765.20	14670
448182	Thyssenkrupp Elevator Corp	18,752.00	14670
448209	Kone Inc	15,135.04	14670
448318	RMI Mechanical Contractor Inc	15,620.90	14670
453194	Siemens Industry Inc	69,440.00	14670
452574	BBI Engineering Inc	64.30	14670
453078	Grainger	2,122.43	14670
452152	Bearing Agencies Inc	240.46	14670
451728	Schneider Electric Buildings	1,025.33	14670
451750	Schneider Electric Buildings	1,481.35	14670
451751	Omega Pacific Electric Supply	175.52	14670
451752	RMI Mechanical Contractor Inc	2,340.00	14670
450876	Grainger	1,305.93	14670
450853	Grainger	1,153.97	14670
FUND CODE:	DESCRIPTION:		
14670	Operating		
14680	Facilities Maintenance		
14690	Capital Projects		
14700	Concessions Equipment Replacement Fund		
14720	War Memorial Reserve		



**San Francisco War Memorial**  
**FY 2020-21 Revenue Report - August 31, 2020**

REF.		AUG REVENUE	YEAR TO DATE	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>				
35511	Opera House	\$ -	\$ 6,725.00	\$ 129,635.00
35512	Green Room	-	1,100.00	174,763.01
35521	Herbst Theatre	-	1,625.00	196,875.00
35531	Davies Symphony Hall	520.00	520.00	315,270.00
35542	Wilsey Center	-	5,530.00	70,950.00
62891	Zellerbach Rehearsal Hall	-	-	93,530.00
<b>OFFICE RENTAL</b>				
35519	San Francisco Opera (OH)	30,121.04	45,181.56	40,496.46
35519	San Francisco Ballet (OH)	-	6,725.00	5,609.04
35539	San Francisco Symphony (DSH)	15,170.40	30,340.80	42,957.00
35540	Veterans Bldg. Office Rent	75,959.74	113,939.61	107,492.70
35540	Veterans Building Occupancy Fees	9,846.42	20,976.69	1,625.82
<b>FOOD/BEVERAGE CONCESSIONS</b>				
35611	Opera House	-	-	50,523.14
35611	Herbst Theatre	-	-	19,926.80
35631	Davies Symphony Hall	-	-	55,535.21
<b>PROGRAM CONCESSIONS</b>				
35612	Opera House	-	-	200.03
35612	Herbst Theatre	-	-	-
35632	Davies Symphony Hall	-	-	4,225.02
<b>OTHER</b>				
35232	Parking Fees	-	-	9,802.50
62899	Miscellaneous Revenue	-	-	51,752.10
<b>GROSS REVENUE</b>		<b>\$ 131,617.60</b>	<b>\$ 232,663.66</b>	<b>\$ 1,399,222.72</b>
	Less 15% War Memorial Reserve	(19,742.64)	(34,899.55)	(209,883.34)
	Payment to War Memorial Commission	(3,369.00)	(6,738.00)	(6,432.00)
<b>NET REVENUE</b>		<b>\$ 108,505.96</b>	<b>\$ 191,026.11</b>	<b>\$ 1,182,907.38</b>
<b>OTHER FUNDS</b>				
35614	Concessions Equipment Replacement	\$ 2,169.90	\$ 2,169.90	\$ 6,590.90



ESA-PEKKA SALONEN  
Music Director

SAKURAKO FISHER  
President

MICHAEL TILSON THOMAS  
Music Director Laureate

MARK C. HANSON  
Chief Executive Officer

HERBERT BLOMSTEDT  
Conductor Laureate

September 4, 2020

War Memorial Board of Trustees  
401 Van Ness Avenue, Room 110  
San Francisco, CA 94102

Dear Trustees:

The Symphony requests approval to use Hall Improvement Fees to fund Phase 1 of the Davies Symphony Hall Immersive Lobby project. As you recall, the Symphony has been developing this exciting initiative for several years and presented various concepts which have culminated in the attached design presentation.

Expenditure of hall improvement fee funds will cover the costs of final design, installation and programming the two elements of this phase—façade lighting and digital posters. Details of the project are included in the attached.

The current not-to-exceed budget for this phase of the project is \$1,517,154. Total Hall Improvement Fee funds treasured to date are \$1,696,443. The Symphony is working collaboratively with War Memorial staff to refine the total project costs and final design implementation details.

We look forward to reviewing this exciting project with the trustees. We believe these facility improvements will enhance the War Memorial campus and generate excitement and interest for all the activities in Davies Symphony Hall.

Sincerely,

A handwritten signature in dark ink, appearing to read "Andrew Dubowski".

Andrew Dubowski  
Senior Director, Operations  
San Francisco Symphony

A photograph of the exterior of Louise M. Davies Symphony Hall at night. The building is illuminated, showing its curved facade and the name "LOUISE M. DAVIES SYMPHONY HALL" in gold lettering above the entrance. The text "SAN FRANCISCO SYMPHONY IMMERSIVE LOBBY" is overlaid in white.

# SAN FRANCISCO SYMPHONY IMMERSIVE LOBBY

## War Memorial Board Presentation

Sept 10, 2020



25 PARK PLACE, NY | 212.353.9087 | AV-CONTROLS.COM

SAN FRANCISCO SYMPHONY

## CONTENTS

- Overview
- Facade Lighting
- Digital Posters
- Budget
- Schedule
- Operational Questions

# OVERVIEW

## OVERVIEW

The SFS embarked on a extensive audience surveys beginning in 2015 with the goal of increasing SFS visibility and attendance, investing \$2.1M of SFS funds to date.

One outcome of this research highlighted the need to enhance the lobby experience to retain existing and attract new audiences, the “Immersive Lobby Experience”, among other initiatives (e.g. new lobby seating--already implemented).

The Board of Trustees approved a Hall Improvement Fee on 2/16/17 in order to fund these and other hall improvements, subject to final approval by the BOT (Resolution 17-08)

On 3/12/20, the BOT approved the use of \$85,100 in Hall Improvement Fees to commission a “final” design for approval by the BOT (Resolution 20-15)

Today’s presentation requests approval to proceed with Phase 1 of this project (facade lighting and digital poster cases) utilizing Hall Improvement Fees. Future phases will be presented for approval by the BOT.

## OVERVIEW

The SFS Immersive Lobby Experience is a coordinated series of multi-functioning, multi-modal installations and storytelling opportunities designed to generate interest and excitement toward the Symphony.

In this presentation we will be covering two elements:



Façade Lighting



Digital Posters



DAVIES SYMPHONY HALL

# FACADE LIGHTING



25 PARK PLACE, NY | 212.353.9087 | [AVCONTROLS.COM](http://AVCONTROLS.COM)

SAN FRANCISCO SYMPHONY

61



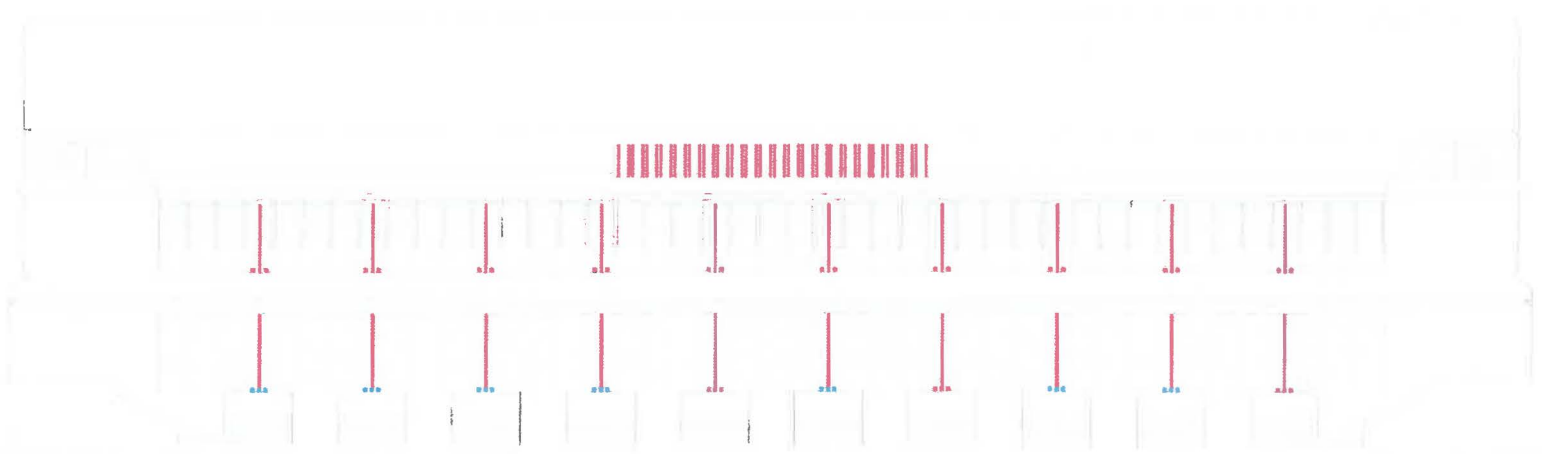
## FACADE LIGHTING - OVERVIEW

The façade lighting is a gently animated lighting system that illuminates the columns of Davies Hall in subtle color and pacing evoking symphonic music.

Dynamic lighting increases the vibrancy of the Hall, and connects it with the building lighting systems in the greater campus. The effect is gentle and sensitive both to the architecture and the neighboring historical district.

Lighting colors and styles can be scheduled and coordinated with seasons, holidays, and campus initiatives, in addition to highlighting evening performances in Davies Hall.

FACADE LIGHTING - SCHEMATIC OVERVIEW



Orchestra Level:

- three colorful uplights grazing each column
- LED stripe for more saturated color and pattern per column.

1st Tier:

- two colorful uplights grazing each column
- LED stripe for more saturated color and pattern per column.

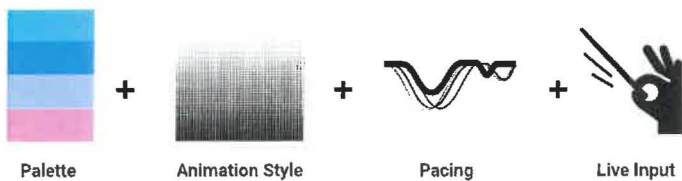
2nd Tier:

- LED light along each of the window mullions.

- Colorful column lights
- LED stripe

## FACADE LIGHTING - CONTENT CREATION

### Content creation



We will create animation and pacing styles, that combined with color palettes and optional inputs, will give a range of expression for the façade lighting that modulates and animates over the course of the evening.

### Possible input types:

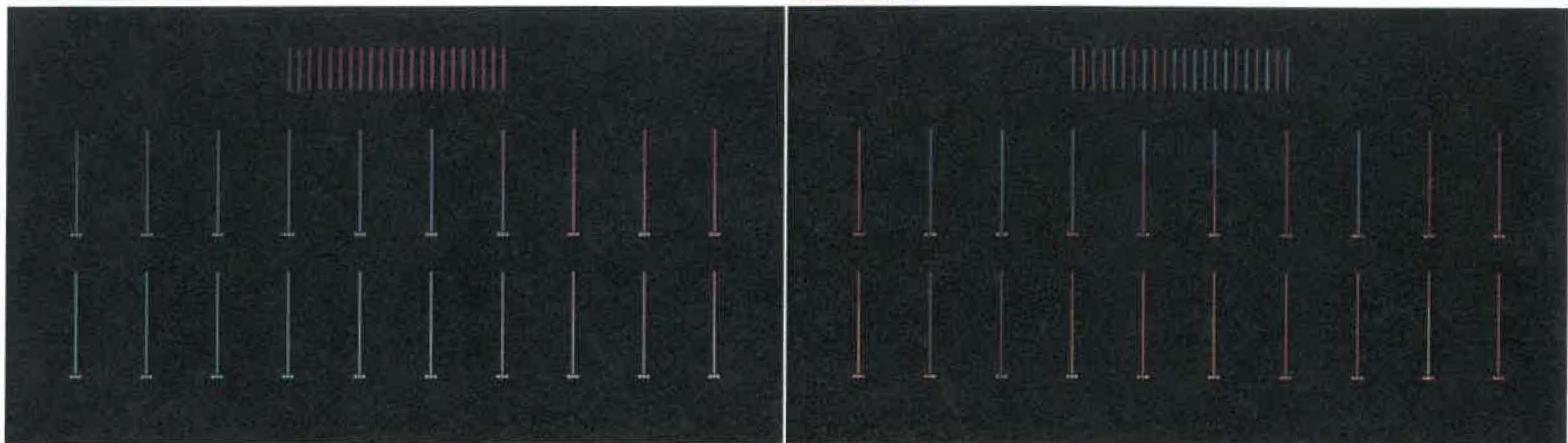
- live audio or video feed from the Symphony
- score of the current performance
- a video file for color or animation qualities
- sensors worn by the performers

## FACADE LIGHTING - PREVISUALIZATION



## FACADE LIGHTING - EXTERNAL COLLABORATIONS

### VIDEO MAP



External artists will be able to control the lighting of the facade by providing animation files.

Non-resident licensees will also be able to utilize this feature by specifying colors and animation styles in the system.

A photograph of a modern building interior, likely a museum or gallery. The space features a large, curved staircase with dark steps and a light-colored railing. The walls are white and have several digital posters displayed on them. The floor is polished and reflects the light. The overall atmosphere is clean and contemporary.

# DIGITAL POSTERS



25 PARK PLACE, NY | 212.353.9087 | [AV-CONTROLS.COM](http://AV-CONTROLS.COM)

SAN FRANCISCO SYMPHONY T2

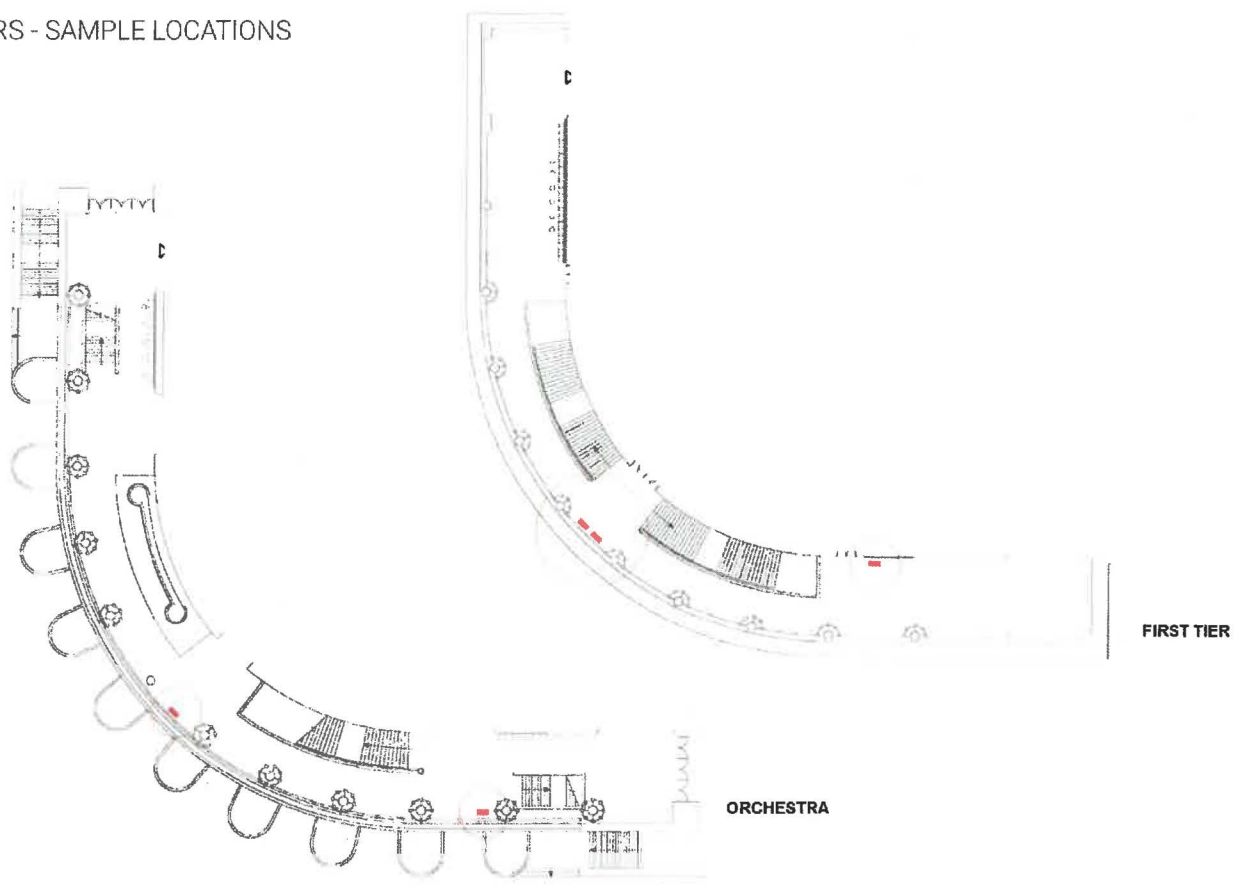
## DIGITAL POSTERS - OVERVIEW

We are developing five freestanding digital posters that will enhance the aesthetic of the lobby. The posters will be used to welcome guests, highlight future performances & special events, visually tie in to an event in the lobby, display seasonal information, sponsorships, ticketing information, and more.

The posters can be moved around the lobby, and may be positioned independently or together in groups to work as a larger canvas.

Based on the content strategy and visitor flow, we anticipate the the posters will be most often be distributed across the Orchestra and 1st Tier.

DIGITAL POSTERS - SAMPLE LOCATIONS





DIGITAL POSTERS - ORCHESTRA LEVEL SAMPLE VIEW



DIGITAL POSTERS - ORCHESTRA LEVEL SAMPLE VIEW



DIGITAL POSTERS - SAMPLE CONTENT EXAMPLES



## DIGITAL POSTERS - SCHEDULING

The digital posters will respond to the programming of the hall, and may change messaging throughout the course of a day — at the beginning of the evening to welcome guests, at the end of the evening to thank them, and to highlight specific upcoming events based on the performance of the evening during Intermission.

Non-resident licensees will be able to populate the posters with their own content, including their logos, as appropriate. Non-branded, ambient content will also be made available.



DIGITAL POSTERS - PHYSICAL DIMENSIONS



HOUSING WILL BE CUSTOM POWDERED  
COATED STEEL

THE EXACT COLOR TO BE DETERMINED,  
AND CAN MATCH  
AN EXISTING COLOR IN THE HALL

# BUDGET

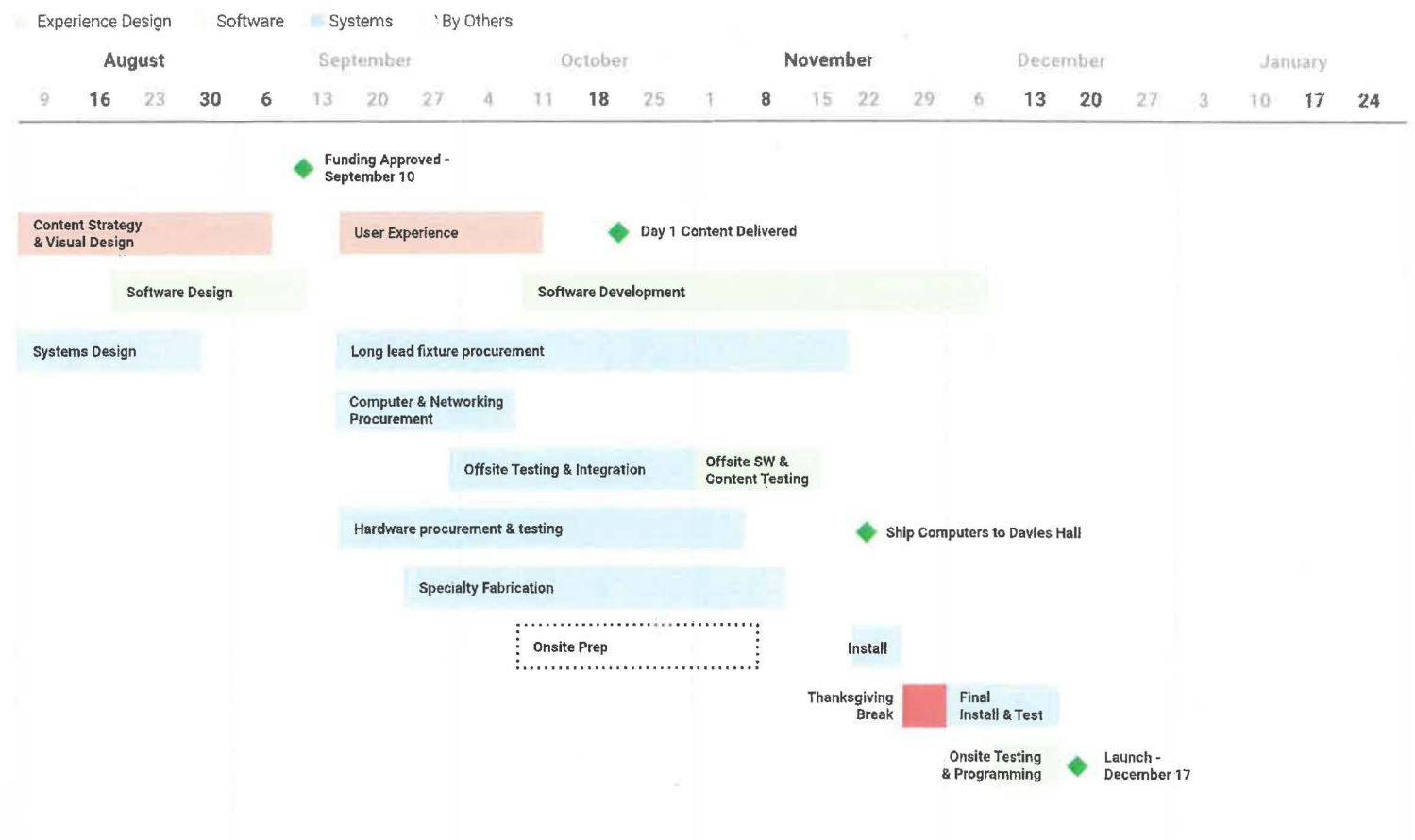
BUDGET - SUMMARY

Posters			
	Systems	\$86,000	
	Integration & Installation	\$28,380	
	Subtotal		\$114,380
Facade			
	Systems	\$247,018	
	Integration & Installation	\$88,926	
	Subtotal		\$335,944
System Head-end			
	Systems	\$54,400	
	Integration & Installation	\$19,040	
	Subtotal		\$73,440
Services			
	Design	\$40,300	
	Software Development & Dev-Ops	\$204,600	
	Project Management	\$100,600	
	Subtotal		\$345,500
Electrical and Data			
	Electrical & Data		\$450,000
Total			
		\$1,319,264	
Contingency 15%			
		\$197,890	
Grand Total Not To Exceed			
		\$1,517,154	
Available Reserve in Hall Improvement Fee			
		\$1.7M	

# SCHEDULE



## SCHEDULE



# OPERATIONAL QUESTIONS

## OPERATIONAL QUESTIONS

How will the facade lighting and digital posters be powered?

- Facade Lighting - new power connections that will be added next to the pars and in the ceiling above the columns. The pars will be designed in an enclosure. There will not be exposed cables.
- Digital Poster - With existing outlets. The posters just need a basic power cable.

What portion of the day are they used?

- Facade lighting from dusk to midnight. Intent is to have the lights operating 7 days a week
- Posters will operate on concert days and during performances

Who controls these elements?

- The SFS Marketing Dept with input from Artistic, Ops, and Esa-Pekka Salonen

Who will be the point of contact when something doesn't work?

- The SFS Operations

Who "owns" the system?

- The SFS will own and maintain the "head end" control system and the digital posters.
- The War Memorial will own the lighting and LED strips attached to the building

Who is responsible for ongoing maintenance?

- The SFS will assume responsibility for ongoing support and maintenance of the digital posters and "head end" control system..
- The War Memorial and SFS will share responsibility for the facade lighting maintenance
- The Hall Improvement Fee will cover the final design, procurement and installation for this phase of Immersive Lobby Experience.

## OPERATIONAL QUESTIONS CONT.

Will outside licensees have access to the system and at what cost?

- The SFS and War Memorial staff will agree on a range of options available to licensees, from free to nominal costs to cover direct SFS costs.

Will the system ever be dark?

- The intent is to program the system dusk to midnight/365 days, and to provide "generic" content as needed.

What is the expected additional power draw?

- Typical: 10,820w / Maximum: 13,410w
- Avg 2012.52 kWh per month, est. \$500-600 per month (assuming 6 hours a day at 24 cents per kWh)

Has the design team considered the historic nature of the WM campus?

- Yes, the facade lighting will be subtle and creatively presented, in support of the historic nature of the campus.

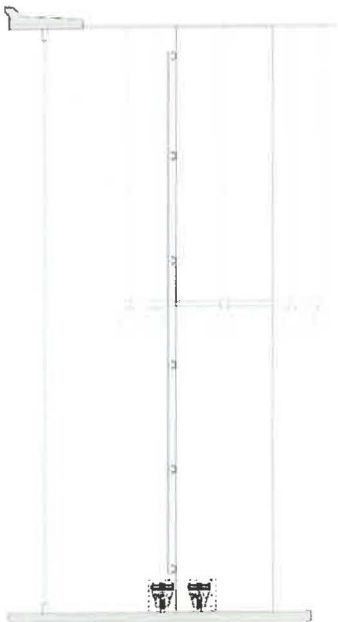
When does SFS intend to start?

- As soon as both elements are approved by the Board, we will begin right away with onsite mock ups for further cost and installation refinements, and hardware procurement.

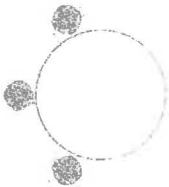
THANK YOU!

# APPENDIX

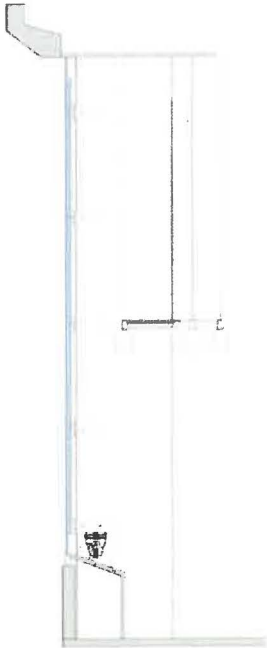
FACADE LIGHTING - COLUMN CONDITIONS



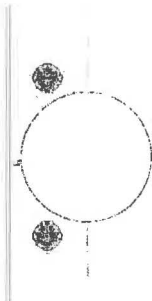
Orchestra Column Side Elevation



Orchestra Plan Detail -  
showing uplight enclosure



First Tier Column Side Elevation

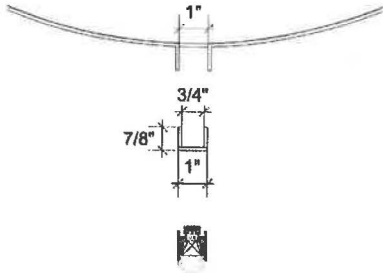


First Tier Plan Detail -  
showing uplight enclosure

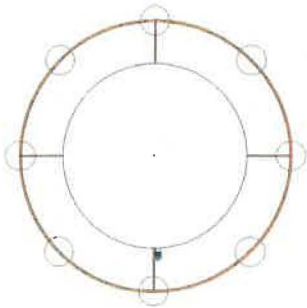
FACADE LIGHTING - LINEAR FIXTURE ATTACHMENT DETAILS



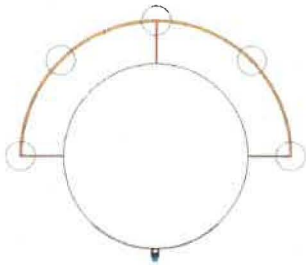
1st Tier Custom Mounting Hardware - Exploded View



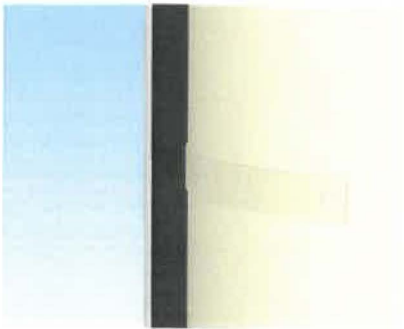
1st Tier Mounting Hardware Dimensions - Plan View



Orchestra



1st Tier



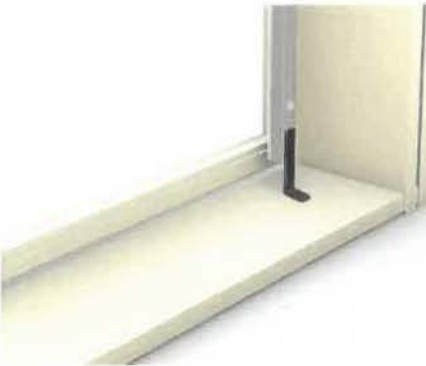
1st Tier Side Detail



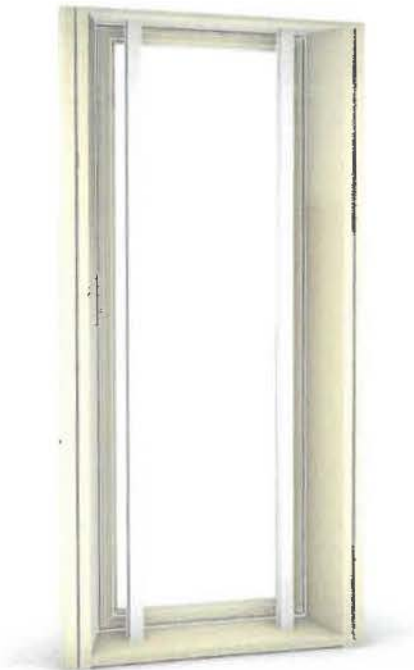
FACADE LIGHTING - 2ND TIER WINDOW CONDITIONS



Attachment at top (cover removed)



Attachment at bottom (cover removed)



Fixtures shown with covers installed

Bas Relief – former Opera General Director Pamela Rosenberg  
Artist: Bertrand Freiesleben



*\*Images are of the wax mold that will be used to cast the final bronze bas relief. Discoloration is due to wax age and will not affect the final product.*

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

**Thursday, August 13, 2020**

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session at 2:05 p.m. on Thursday, August 13, 2020, President Horn presiding.

**ROLL CALL**

**Present:** President Horn, Vice President Shultz, Trustee Bechtel, Trustee Gatti, Trustee Levin, Trustee Lui, Trustee Moscone, Trustee Myatt, Trustee Pelosi and Trustee Wright

**Absent:** Trustee Wilsey

**Staff Present:** John Caldon, Managing Director, and Jennifer Norris, Assistant Managing Director

**Trustee Appointment:**

President Horn said he was pleased to introduce the newest member of the War Memorial Board of Trustees, Brenda Wright, who was appointed by Mayor Breed and sworn in on July 8, 2020. Trustee Wright replaces Belva Davis who retired in June. He reported that Trustee Wright has served as a Commissioner for the Asian Art Museum and the San Francisco Employees' Retirement System, and as a member of the Board of Directors for California Humanities, the Women's Foundation of California, and the Commonwealth Club.

President Horn stated that during Trustee Wright's distinguished, two-decade career with Wells Fargo as Senior Vice President of Corporate Philanthropy and Community Relations, she managed a team that oversaw more than \$100 million in annual giving. Her work with Wells Fargo also included managing government relationships, growth strategies, and outreach communications.

Trustee Wright brings a wealth of talent and experience to the War Memorial Board of Trustees and was warmly welcomed as a fellow trustee. President Horn asked Trustee Wright to make a few remarks to the board.

Trustee Wright thanked President Horn and the trustees for their warm welcome and all they do to keep the facilities in great shape. She stated that it was a pleasure and an honor to replace Belva Davis and that she is excited for this new venture.

**APPROVAL OF MINUTES**

President Horn called for approval of the minutes of the June 11, 2020 Budget and Finance Committee meeting of the Board. On motion of Trustee Moscone, seconded by Trustee Lui, the minutes were unanimously approved.

President Horn called for approval of the minutes of the June 11, 2020 regular meeting of the Board. On motion of Trustee Lui, seconded by Vice President Shultz, the minutes were unanimously approved.

**Resident Company Update:**

President Horn stated that our resident companies continue to be impacted by the COVID-19 closures, and while the venues are void of performances, it has been a pleasure to watch what the resident companies are creating in the virtual world. President Horn reported that he invited Kelly Tweeddale, Executive Director of the San Francisco Ballet, Matthew Shilvock, General Director of the San Francisco Opera, and Mark Hanson, Executive Director of the San Francisco Symphony, to update the War Memorial Board on the status of their respective

organizations. Mr. Hanson of the San Francisco Symphony could not attend this meeting due to a prior commitment.

Mr. Shilvock stated that pre-COVID, this week would have marked the beginning of rehearsal for the fall 2020 Season. He reported the Opera has finalized a revised Fiscal Year 2021 budget at \$44 million, a forty percent reduction from the \$72 million budget originally approved. This budget assumes a resumption of activity in spring 2021. The Opera has received approval to proceed with video capture of content created in the Atrium Theater, provided social distancing guidelines, including wearing masks and occupancy limits of a dozen people, are maintained. The Opera is working with a health team from UCSF led by Dr. George Rutherford to explore how to safely perform their art form.

Ms. Tweeddale said that in this environment, which has the most restrictions for dance companies, the Ballet is deeply grateful to Benjamin Millipied, who directed the Ballet's newly released film "Dance of Dreams," which is a love letter from San Francisco and the Ballet to the rest of the world. She noted that the Ballet also produced a beautiful video in their warehouse with dancer Yuan Yuan Tan celebrating her 25<sup>th</sup> Anniversary.

Ms. Tweeddale reported that today the dancers are back for socially distanced company class made possible because of an approved safety plan, which includes interval testing, and pods of six dancers working separately within a twelve-foot square while wearing masks. They are hopeful they will be able to rehearse in these pods of six. She stated that the Ballet was the first to close its doors and will probably be the last to return based on its business model. They have been relying heavily on stimulus funds and are looking at budgets to see what can be done in this environment.

Ms. Tweeddale reported that the Ballet School continues to offer approximately 80 classes per week online. The Ballet will also be launching a hybrid model of its professional training program, which she hopes will be a combination of in-person and online learning. In closing, she thanked the War Memorial Board for all it has done to help the Ballet through this time and stated her excitement about the continued progress of the seat replacement project in the Opera House.

### **MANAGING DIRECTOR'S REPORT**

**Rental Requests:** Director Caldon stated that rental requests mailed to Trustees are routine and requested their approval. On motion of Vice President Shultz, seconded by Trustee Bechtel, the following resolution was unanimously adopted:

#### **RESOLUTION NO. 20-28**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 rental requests are hereby approved.

**Additional Rental Requests:** Director Caldon stated that there is one additional rental request, which is a request from the Department of Public Health's Emergency Medical Services Agency. The request is to park up to 20 ambulances and paratransit vehicles in the horseshoe driveway and rear Veterans Building parking lot, as well as to use Veterans Building Room 210 as a dispatch office for those vehicles. These vehicles will be dispatched exclusively to transport patients who have tested positive for COVID-19. He reported that at no time will a COVID-positive patient be brought onsite to the War Memorial, and the vehicles will be thoroughly sanitized between patient transports.

Director Caldon stated that the use would start in late August and likely run through December 2020. At this time, precise dates and occupancy fees are still being discussed. Director Caldon said that he is also working with the American Legion War Memorial Commission on any aspects of the request related to use of their designated spaces. Staff feels that this is an important part of the City's COVID response efforts, and a way in which the War Memorial can continue to provide necessary support.

Because details are still being negotiated, at this time Director Caldon requested approval of the request in concept, with the schedule and associated fees to be finalized by staff.

On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 20-29

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 additional rental request to provide parking and support space for the Department of Public Health's Emergency Medical Services Agency, with final contractual details and charges to be finalized by staff, is hereby approved.

**Rental Refunds:** Director Caldon stated that there has been a high volume of rental fee refund requests from licensees. He requested approval of refunds totaling \$106,850, which represents all refund requests received since the June meeting of the Board. He noted that the refunds submitted as part of the request pertain to outside licensees whose events were canceled in the War Memorial Opera House, Herbst Theatre, The Green Room, and the Wilsey Center. Director Caldon requested approval of the rental refund requests as submitted.

On motion of Trustee Bechtle, seconded by Vice President Shultz, the following resolution was unanimously adopted:

RESOLUTION NO. 20-30

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the August 13, 2020 rental refund requests are hereby approved.

**Budget Update:** Director Caldon reported that the proposed revised budget approved by the War Memorial Board on June 11, 2020, has completed the Mayor's budget phase. The Mayor submitted her budget to the Board of Supervisors on August 1, 2020. During the Mayor's budget phase, significant cuts were made to the War Memorial's submitted budget, including:

- \$300,000 from the \$550,000 annual facilities maintenance budget, which represents a reduction of 55%.
- Elimination of the \$2.2 million capital investment for Davies Hall elevators 1 and 2.
- Elimination of the \$4.4 million capital investment for Opera House roof replacement.

He noted that the Board of Supervisors is not requiring the War Memorial to present its budget at their hearings this year. It remains to be seen what, if any, changes will be made to the budget by the Board of Supervisors. The final deadline for the Mayor to sign the budget is October 1.

**Summary of COVID Support:** Director Caldon stated that the War Memorial has supported the City's COVID-19 response efforts in several ways. He shared the following highlights of War Memorial efforts:

- Logistical support in the form of parking for the City's Homeless Outreach Team.
- Twenty-three War Memorial employees deployed as Disaster Service Workers, contributing approximately 5,000 hours to response efforts, with four of those employees deployed through the remainder of the calendar year.
- To date, the War Memorial has hosted 11 blood drives, at which the equivalent of 500 units of blood have been collected. This blood will benefit more than 1,400 patients.

**SECRETARY'S REPORT**

**Revenue, Appropriations and Housekeeping Expenditures Reports for June and July 2020:** Ms. Norris stated that Revenue, Appropriations and Housekeeping Expenditures reports for June and July 2020 have been distributed to Trustees, and she requested approval of the June and July 2020 Housekeeping Expenditures as submitted. On motion of President Gatti, seconded by Trustee Moscone, the following resolution was unanimously adopted:

**RESOLUTION NO. 20-31**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. PO432526 and PO435753 for June 2020 and PO439878 through PO449855 for July 2020 are hereby approved.

**REGULAR ITEMS****Request from the San Francisco Ballet and the San Francisco Opera to expend facility fee funds on Opera House seating replacement:**

President Horn stated that in advance of today's meeting, Trustees received a letter from the Ballet and Opera requesting approval to expend all facility fee funds they are currently treasuring to cover the costs of replacement seating in the War Memorial Opera House Orchestra, Grand Tier and Dress Circle levels. Expenses will include general management, implementation of final design, manufacture, construction, and installation.

He reported that the seat replacement project is being managed by the Shalleck Collaborative, with seating design and fabrication by DuCharme Seating. If this request is approved, the Ballet and Opera intend to move forward with contracting Bevilacqua and Sons as the project's general contractor.

President Horn stated that the estimated project budget is \$3.5 million. The Ballet and Opera are treasuring \$3.2 million. The shortfall of approximately \$300,000 is due to the disruption of facility fee collection because of canceled performances. The Ballet and Opera are in positive negotiations to secure an advance to cover this shortfall, which will be reimbursed from facility fee funds following the reopening of the War Memorial Opera House.

He noted that the seat replacement project has triggered required ADA path of travel upgrades to lobbies and restrooms. This work falls outside the scope of the seat replacement project and will be managed by the War Memorial with support from architects at the Department of Public Works and funded separately.

President Horn stated that here today to present this request are Kelly Tweeddale, Executive Director of the Ballet, and Matthew Shilvock, General Director of the Opera.

Mr. Shilvock said that after many years of preparation it is exciting to see the Opera House seat replacement happening. He noted the huge difference in comfort that the new seats will provide.

Ms. Tweeddale said that putting it all together logistically is sort of a puzzle, as the seat replacement must work around the Ballet's planned use of the stage area in December for video capture. She stated that everyone has the will to see the project completed.

President Horn said that the War Memorial will do everything it can to facilitate the Ballet's needs and completion of the seat project.

On motion of Trustee Bechtel, seconded by Trustee Pelosi, and after a unanimous roll call vote, the following resolution was adopted.



RESOLUTION NO. 20-32

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the request from the Ballet and the Opera to expend all currently treasured facility fee funds for replacement seating in the War Memorial Opera House, and to permit future facility fee funds to be used to reimburse the advance being acquired by the Ballet and Opera to cover the budget shortfall, is hereby approved.

Trustee Gatti voted in the affirmative for Resolution No. 20-32, but requested to enter into the record his disagreement with the intent to install cup holders on the backs of seats in the auditorium, as well as the policy that permits patrons to consume beverages in the auditorium.

Adoption of consent agenda for future meetings:

President Horn stated that City Boards and Commissions have been directed by the Mayor's Office to be efficient when meeting during the pandemic, and to prioritize matters of most importance to the continued operation of departments. To facilitate this Mayoral directive, he proposed adoption of a "consent agenda" for future meetings.

The "consent agenda" would group together as one agenda item the approval of Minutes, Rental Requests, Rental Refund Requests, and Secretary's Reports. When desired, any one of these items could be separated out from the "consent agenda" for further discussion by request of a Trustee at the beginning of each meeting. In advance of today's meeting, Trustees received a summary with additional details regarding how consent agendas function.

On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted by roll call vote:

RESOLUTION NO. 20-33

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the adoption of a consent agenda for future meetings is hereby approved.

GOOD AND WELFARE

Vice President Shultz stated that she would like to compliment the San Francisco Ballet, San Francisco Symphony and San Francisco Opera for their efforts toward making their art forms available to their patrons and the rest of the community during these terrible times. Vice President Shultz said she thinks their efforts are extraordinary and should be applauded.

Trustee Levin thanked and complimented Director John Caldon and Assistant Managing Director/Executive Secretary Jennifer Norris for the great and competent manner in which they have done their job during the past year, and his hope that there is some way to express to all War Memorial employees that the War Memorial Board appreciates them.

**PUBLIC COMMENT**

Public comment is an opportunity for members of the public to directly address the Trustees on items within the subject matter jurisdiction of the Board, but not on the agenda.

President Horn stated that during COVID-19 health emergency while Trustees are meeting remotely, members of the public may address the Board by emailing their public comment to [WarMemorialBoard@sfgov.org](mailto:WarMemorialBoard@sfgov.org) or by leaving public comment as a voicemail at 415-554-6308 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 3:05 p.m.

Jennifer E. Norris  
Executive Secretary