

WAR MEMORIAL BOARD OF TRUSTEES

War Memorial Opera House
301 Van Ness Avenue, Fourth Floor Board Room
San Francisco, California 94102
(Entry at Opera House North "Carriage" Door)

OFFICIAL MEETING NOTICE

WAR MEMORIAL BOARD OF TRUSTEES REGULAR MEETING

Thursday, September 11, 2025, at 2:00 p.m.

Members of the Board will attend this meeting in-person.

PLEASE NOTE: Remote public comment, except as necessary for disability accommodations, has been discontinued.

Members of the public are invited to observe the meeting in-person or online. However, only members of the public attending the meeting in person will have an opportunity to provide public comment.

Requests for accommodation for remote public comment should be made at least 48 hours prior to the meeting and written comments submitted no later than 12:00 p.m. the day prior to the meeting will be included in the record. (WarMemorialBoard@sfgov.org or 415-554-6377).

TO JOIN VIA TELECONFERENCE:

- Dial In: (669) 444 9171
- Meeting ID: 828 4213 8694
- Passcode: 200606

TO JOIN ONLINE: <https://bit.ly/WMBT2025>

AGENDA

Roll Call.

Approval of Minutes.

Action

(Draft Minutes of August 14, 2025, Regular Meeting).

President's Report:

1. Current developments and announcements.

Information

Managing Director's Report:

1. Managing Director to report on recent activities and make announcements.

Information

Assistant Managing Director's Report:

1. Assistant Managing Director to report on recent activities and make announcements. (Revenue and Appropriations Reports for month-ending August 31, 2025, and Booking Summary for September 2025).

Information

Secretary's Report:

1. Board Secretary to report on Board administration and compliance.

Information

Regular Items:

1. **Presentation on Industry Context for Optimizing the War Memorial's Operation.**
Presentation by consulting firm AMS on San Francisco performing arts market, assessment of competitive landscape, and benchmarking to optimize revenue growth for the War Memorial venues.

[Information](#)
[/Discussion](#)

Miscellaneous Correspondence.

[Information](#)
[/ Discussion](#)

Good and Welfare: Opportunity for Trustees to make remarks including special thanks and congratulatory remarks.

[Information](#)
[/ Discussion](#)

General Public Comment: Public comment on items within the jurisdiction of the Board of Trustees but not on the agenda.

[Information](#)
[/ Discussion](#)

Adjournment.

Note: There will be an opportunity for public comment on each agenda item.

San Francisco War Memorial and Performing Arts Center

BOARD OF TRUSTEES

Diane B. Wilsey, President
Thomas E. Horn, Vice President
Stanlee Ray Gatti
Judge Quentin L. Kopp (Ret.)
Lyna Lam
Farah Makras
Maryam Muduroglu
Joyce Newstat
Paul F. Pelosi
Lt.Gen. Michael A. Rocco, USMC (Ret.)
Brenda Wright

DEPARTMENT REPRESENTATIVES

Kate Sofis,
Managing Director
Rob Levin,
Assistant Managing Director
Francesca Cicero,
Board Secretary
Telephone: (415) 621-6600
FAX: (415) 621-5091
Interested persons unable to attend this meeting may submit written comments regarding agenda items which will be distributed to Trustees and made part of the official public record.

Materials accompanying agenda items are available for inspection and copying on our website sfwarmemorial.org and during regular office hours at the War Memorial office, located at 401 Van Ness Avenue, Suite 110, San Francisco, CA 94102. Any materials distributed to the members of the War Memorial Board of Trustees within 72 hours of the meeting or after the agenda packet has been delivered to the members are available for inspection at the above-mentioned War Memorial office during regular business hours, on our website, or at the meeting.

The ringing and use of cell phones, pagers, and similar sound-producing electronic devices are prohibited at this meeting. The President may order the removal from the meeting room of any person responsible for the ringing or use of a cell phone, pager, or similar sound-producing electronic device.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity, or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Individuals and entities that influence or attempt to influence local policy or administrative action may be required by the San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code §2.100 – 2.160] to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, telephone (415) 252-3100; fax (415) 252-3112; e-mail ethics.commission@sfgov.org and web site sfethics.org.

ACCESSIBLE MEETING POLICY

Per the Americans with Disabilities Act and the Language Access Ordinance, Chinese, Spanish, and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide a sound enhancement system, meeting materials in alternative formats, and/or a reader. Requesting accommodations at least 72 hours in advance will help ensure availability. Minutes may be translated after they have been adopted by the Board. For all these requests, please contact the War Memorial Office at least 72 hours before the meeting at 415/621-6600. Late requests will be honored if possible. The hearing room is wheelchair accessible.

Según lo exige la Ley sobre Estadounidenses con Discapacidades (Americans with Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance), los servicios de interpretación en chino, español y para el lenguaje de signos estarán disponibles a petición. Además, se hará todo el esfuerzo posible para tener disponible un sistema de sonido adecuado, los materiales de la reunión en formatos alternativos y un lector. Solicite las acomodaciones por lo menos 72 horas por adelantado para asegurar su disponibilidad. Las minutas se pueden traducir tras la aprobación de la Comisión. Para pedir estos servicios, comuníquese con la administración de War Memorial, por lo menos 72 horas antes de la reunión, llamando al (415) 621-6600. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencias es accesible a sillas de ruedas.

根據《美國殘疾人士法案》(Americans with Disabilities Act)和《語言服務條例》(Language Access Ordinance)，中文、西班牙語，和/或美國手語傳譯員在收到要求後將會提供傳譯服務。另外，我們將盡力提供擴音設備，同時也將會提供不同格式的會議資料，和/或提供閱讀器。此外翻譯版本的會議記錄可在委員會通過後提供。上述的要求，請於會議前最少72小時致電415/621-6600向War Memorial辦公室提出。□□□□72□□□□□□□□，有助於確保獲取到該服務□逾期提出的請求，若可能的話，亦會被考慮接納。聽證室設有輪椅通道。

Ayon sa batas ng Americans with Disabilities Act at ng Language Access Ordinance, maaaring mag-request ng mga tagapagsalin/interpretasyon sa wikang Tsino, Espanyol at/o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng kagamitan sa pagtulong sa pandinig, maibahagi ang mga kaganapan ng miting sa iba't ibang anyo, at/o isang tagapagbasa. Kailangan mag-request ng mga pangangailangan sa hindi bababa sa 72 oras bago ng pagpupulong upang matiyak kung maaaring ipaglingkod ang inyong kahilingan. Ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Sa mga ganitong uri ng kahilingan, mangyari po lamang tumawag sa War Memorial, sa 415/621-6600. Kailangan mag-request ng mga pangangailangan sa hindi bababa sa 72 oras bago ng miting. Kung maari, ang mga late na hiling ay posibleng pagbibigyan. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

DISABILITY ACCESS

The War Memorial Board of Trustees meetings are held in the Board Room, War Memorial Opera House, 301 Van Ness, 4th floor. The meeting location is between Grove and McAllister Streets and is wheelchair accessible. MUNI's No. 5, 47, and 49 accessible bus lines serve this location. For information about MUNI accessible services, call 415-923-6142. The closest accessible BART station is located in the Civic Center at Market and Eighth Streets. Accessible parking is available at the following locations: two (2) designated blue curb spaces on the southwest corner of McAllister Street at Van Ness Avenue; and the Performing Arts Garage (entrance on Grove Street between Franklin and Gough Streets, immediately behind the San Francisco War Memorial and Performing Arts Center).

KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE

(Chapter 67 of the San Francisco Administrative Code). Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. FOR MORE INFORMATION ON YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE, OR TO REPORT A VIOLATION OF THE ORDINANCE, CONTACT THE SUNSHINE ORDINANCE TASK FORCE.

Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689
Office: (415) 554-7724 Fax: (415) 554-7854
E-mail: sotf@sfgov.org

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Ordinance Task Force, at the San Francisco Public Library, and on the City's website at sfgov.org/sunshine.