

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**  
**Thursday, November 10, 2022**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, November 10 2022, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Horn presiding. As authorized by California Government Code Section 54953(e) and Mayor Breed's 45th Supplement to her February 25, 2020 emergency proclamation, some members of the public also attended this meeting remotely.

**ROLL CALL**

Present: President Horn, Vice President Lui, Trustee Kopp, Trustee Muduroglu, Trustee Newstat,  
*(in person)* Trustee Rocco, Trustee Wilsey, and Trustee Wright

Present: Trustee Gatti  
*(remote on video)*

Present: Trustee Pelosi  
*(telephonically)*

Absent: Trustee Fisher

Staff Present: John Caldon, Managing Director, and Rob Levin, Executive Secretary

**PRESIDENT'S REPORT**

**Trustee Paul Pelosi:** President Horn began the meeting by acknowledging how happy he was to have Trustee Pelosi attending telephonically. Trustees joined with President Horn expressing their own well wishes of support. Trustee Pelosi acknowledged there is a long road of recovery ahead of him and thanked Trustees for their support.

**90th Anniversary Celebration:** President Horn remarked on the 90<sup>th</sup> Anniversary Celebration held Sunday, October 23, 2022, in The Green Room. He noted it was a lovely celebration attended by many Trustees, War Memorial staff, veterans, state Senator Scott Weiner, and Supervisor Rafael Mandelman.

President Horn noted that all three resident companies offered remarks and contributed incredible performances that truly demonstrated so much of what makes the War Memorial special. He thanked everyone who attended and contributed, in particular War Memorial staff for their planning and execution of a very successful event.

**MANAGING DIRECTOR'S REPORT**

**Approval of Consent Agenda:** Director Caldon stated that items submitted on the Consent Agenda included: the minutes of the Regular Board Meeting held on October 13, 2022; Rental Requests for November 10, 2022; and the Resolution Adopting Findings to Allow Teleconferenced Meetings Under California Government Code.

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

RESOLUTION NO. 22-22

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the Regular Board Meeting held October 13, 2022; Rental Requests for November 10, 2022; and the Resolution Adopting Findings to Allow Teleconferenced Meetings Under California Government Code are hereby approved.

**Staffing Report:** Director Caldon reported on current staffing levels in the Department. He noted that there were hiring challenges created by COVID, including the ongoing impact of the hiring freeze instituted by the mayor at the outset of the pandemic, and stated that all City departments are experiencing an historic level of understaffing. He referred to an article in the San Francisco Chronicle that reported the median average number of days it takes a City department to hire an employee is 255 days, which is due to the complex interaction of bureaucratic requirements imposed by the Department of Human Resource, union collective bargaining agreements, and the Civil Service Commission.

Director Caldon reported that the Department is budgeted to have 70 full-time employees and is currently staffed at 62 full-time employees, 19 of whom have been hired since the pandemic began in March 2020. Those 19 hires represent approximately 31 percent of the department's full-time staff, an historic amount of turnover for the department. He thanked War Memorial staff for working hard to cover the responsibilities of vacant positions, and expressed gratitude for managing hiring processes to Donna D'Cruz, Director of Finance and Administration, Jenna Lee, Human Resources Analyst, and Becky Yeung, Payroll Clerk.

Vice President Lui inquired about which division has been most impacted by the hiring issues. Director Caldon responded the Engineering Department was half-staffed at the outset of the pandemic and hiring freeze. He noted that this was less of a problem when the buildings were closed but became significantly challenging as they were reopened for performances and events. Director Caldon thanked Buildings and Grounds Superintendent Kevin Kelly for his efforts to schedule engineers and keep the buildings in full operation during a difficult time. He further remarked that the Department still needs to hire two Chief Engineers and noting how critical these positions are to the maintenance and operation of the buildings, expressed optimism that the hiring list for Chief Engineers may be posted in the next month.

Trustee Muduroglu asked about the morale of staff considering this report. Director Caldon responded that due to the onboarding of recent new-hires, and staffs' ability to now take time off, he senses an increase in morale.

SECRETARY'S REPORT

**Housekeeping Expenditures:** Executive Secretary Levin stated that items submitted on the Revenue, Appropriations, and Housekeeping Expenditure reports for October 2022 were distributed to Trustees.

On motion of Trustee Wilsey, seconded by Trustee Newstat, the following resolution was unanimously adopted:

RESOLUTION NO. 22-23

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the October 2022 Housekeeping Expenditure Reports are hereby approved.

Secretary Levin also reported that on Sunday the Symphony hosted the Israeli Philharmonic, which was peacefully protested by a group standing outside the box office on Grove Street. He thanked security for the additional help during that event. President Horn also remarked that while the protests were audible, it was a great concert, and with the extra security provided, there were no issues.

Secretary Levin also noted that on Monday, Live Nation produced a well-sold audience at Davies Symphony Hall. He remarked that rental activity in the large venues has been slower to rebound than in the Herbst Theatre. He surmises that many presenters may be apprehensive of making such a big investment in a venue with as many seats to fill as Davies Symphony Hall and was encouraged to see so many people the Live Nation concert having a great time.

### COMMITTEE REPORTS

President Horn invited Chair Kopp of the Veterans Committee to provide a report to the Board regarding the Veterans Committee meeting.

**Veterans Committee Report:** Trustee Kopp reported that the Committee considered the proposed renewal agreement between the War Memorial and American Legion War Memorial Commission under which an annual sum is paid by the War Memorial to the Commission.

Trustee Kopp stated that the agreement stems from the 1977 transfer of management and control of what is now the Herbst Theatre and The Green Room from the Commission to the Trustees in exchange for a more assured source of income. He noted this income helps cover the Commission's office expenses related to administering Veterans Building space allocated for veterans' use. He reported that each of the original 1977 agreement and 20 subsequent renewal agreements specified an annual sum to be paid by the Trustees to the Commission from Herbst Theatre rental revenues based on the Commission's needs and requirements at the time.

Trustee Kopp stated that the proposed renewal agreement covers the two-year period of 2023-24 and that for each year Trustees would pay to the Commission a total of \$53,400. He noted that this direct support is in addition to annual in-kind support to the San Francisco Posts of the American Legion valued at approximately \$425,000 per year.

Trustee Kopp reported that the Veterans Committee reviewed several documents, including staff's report and worksheet for the Commission's 2023-24 budget. Trustee Kopp stated that following discussion, the Veterans Committee voted unanimously to recommend approval of renewal of the agreement with the American Legion War Memorial Commission for the two-year period of 2023-24 and the payment by the Trustees to the Commission of \$53,400 annually. He noted the Committee also recommended approval of the draft renewal agreement prepared by staff, which contains substantively the same terms and conditions as the current renewal, with exception of the addition of language acknowledging this Board's resolution passed in November 2022 to eliminate the not-to-exceed amount from the renewal agreement.

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

#### RESOLUTION NO. 22-24

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the two-year renewal of agreement between the War Memorial Board of Trustees and American Legion War Memorial Commission, effective January 1, 2023, is hereby approved.

President Horn then invited Chair Wilsey of the Presentors Liaison Committee to provide a report to the Board regarding the Presentors Liaison Committee meeting.

**Presentors Liaison Committee Report:** Chair Wilsey reported that the item on the Committee's agenda was a request from Global Gourmet Catering to increase prices for concessions items and noted that price increases were last approved by the Board in September 2021.

Chair Wilsey stated that Global Gourmet presented information to support its request, including the impacts of inflation and minimum wage increases on labor and operations expenses, the increase in costs of food and beverage products, and how Global Gourmet's sales have been affected by the decreased number of performances and tickets being sold when compared to pre-pandemic activity levels in the buildings.

Chair Wilsey reported that the Committee had a robust conversation with Global Gourmet, encouraging them to closely monitor sales following enactment of the price increases to ensure there are no adverse impacts. She further encouraged Global Gourmet to continue monitoring prices at bars and restaurants in Hayes Valley to ensure Global Gourmet's pricing remains consistent with the neighborhood.

Chair Wilsey stated that following discussion, the Committee voted unanimously to recommend approval of Global Gourmet Catering's proposed pricing.

Vice President Lui mentioned the proposed price for the buffet, which if approved would constitute a 43% price increase. She expressed her hope that patrons would understand the need to raise prices due to inflation and continue to patronize the offerings. Chair Wilsey stated that she was also surprised by how much the cost of ingredients, such as sugar, eggs, and limes, have increased due to inflation and supply chain issues.

President Horn invited Garo Eldemir, Director of Concessions for Global Gourmet Catering, to address the Board. Mr. Eldemir stated that in addition to costs of ingredients, wages have also increased, and that while the average increase for Global Gourmet's proposed pricing is 21%, the average of their increased costs is between 50-75%. He stated that the requested price increases are conservative and that he hopes they will be enough to sustain operations.

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

RESOLUTION NO. 22-25

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Global Gourmet's proposed pricing is hereby approved.

REGULAR ITEMS

**Budget FY 2023-24 & 2024-25:** President Horn stated that the War Memorial's two-year budget for Fiscal Years 2023-24 and 2024-25 is due to the Mayor's Office of Public Policy and Finance in February 2023. He referred the matter to the Budget and Finance Committee so the budget may be developed and considered by the Board and he requested that the Committee meet as required to review and consider budget recommendations.

**Consideration of Loan Agreement with SFMoMA:** President Horn noted that there are four sculptures on the exterior grounds of the War Memorial, which staff recently restored using funds provided by the federal government through the Shuttered Venue Operators Grant.

President Horn stated that two of the pieces are owned by SF MoMA, including "Balanced/Unbalanced T" by Fletcher Benton on the Grove Street terrace of Davies Symphony Hall and "Hiro 2" by Peter Voulkos on the Van Ness lawn of the Veterans Building. He remarked that SF MoMA approved restoration of these two sculptures and has requested that the War Memorial enter into a loan agreement to govern their stewardship going forward.

He referred the matter to the Building Committee and requested that the Committee meet to consider this item.

### **GOOD AND WELFARE**

Trustee Wilsey remarked that she was grateful to have Trustee Pelosi join the meeting. President Horn reported that November 10 is the birthday of the Marine Corps and acknowledged and thanked Trustee Rocco for his service. Trustee Rocco shared that the Marine Corps is 247 years strong today. Trustee Kopp announced that the following day is Veterans Day, which began in 1919 as Armistice Day, commemorating the end of World War I. Trustee Pelosi thanked the Board of Trustees for their kindness and support of him and his family during this difficult time and said he looks forward to being back in person. There being no further good and welfare, President Horn closed good and welfare.

### **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 415-554-6377 in advance of Board meetings. President Horn also invited the public to leave additional public comment until 12:00 p.m. on War Memorial Board meeting day. Trustees encourage the public to provide their comments and feedback by email or voicemail. It should be noted that no public comment was received either prior to the meeting or in the subsequent week.

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

### **ADJOURNMENT**

There being no further business to come before the Board, President Horn adjourned the meeting in honor of the brave members of the armed forces who have given their lives in service to this country and wished everyone a happy Veterans Day at 2:54 p.m.



Rob Levin  
Executive Secretary