

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**  
**Thursday, November 14, 2024**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, November 14, 2024, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Horn presiding.

**ROLL CALL**

Present: President Horn, Vice President Wilsey, Trustee Fisher, Trustee Kopp, Trustee Muduroglu, Trustee Newstat, Trustee Pelosi, Trustee Rocco, and Trustee Wright

Absent: Trustee Gatti and Trustee Lui

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

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

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

**APPROVAL OF MINUTES**

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

**RESOLUTION NO. 24-20**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of both the October 10, 2024, Regular meeting of the Board and October 10, 2024, Veterans Committee meeting are hereby approved.

**PRESIDENT'S REPORT**

President Horn congratulated Mayor-Elect Daniel Lurie on behalf of the Board and wished him well in his new position. He also thanked Mayor London Breed for her years of service and wished her all the best.

**MANAGING DIRECTOR'S REPORT**

Managing Director Kate Sofis noted that the Veterans Building is housing the Mayor-Elect's transition team and she looks forward to working with the new administration.

**BOARD SECRETARY REPORT**

Board Secretary Cicero reminded the Board of their training requirements due by the end of the calendar year. She also explained the Ethics Commission process for Trustees to recuse themselves where matters before the Board of Trustees involve a resident company upon whose board they also sit.

## **REGULAR ITEMS**

**Consideration of request from San Francisco Symphony to use Facility Fee funds.** President Horn noted that Trustees received a letter in their board packets about a request from the San Francisco Symphony to use Davies Symphony Hall Improvement Fees to purchase some necessary improvements to theatrical systems, front of house safety, ADA compliance and operational efficiency. Prior to hearing the matter, Trustee Fisher recused herself due to her position on the Symphony Board.

President Horn invited Senior Director of Operations for San Francisco Symphony, Andrew Dubowski, to address the Board. Mr. Dubowski submitted his request to the Board to use a portion of the \$1.5 million dollars that have been collected in the DSH Improvement Fee funds. He stated the request was for spotlights, front-of-house usher radios, and a rebuilding of the coat check counter to be ADA-compliant.

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

### **RESOLUTION NO. 24-21**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the request to use DSH Improvement Fee funds, is hereby approved.

Trustee Fisher reentered the Board room following the vote.

**Consideration of request from San Francisco Symphony to evaluate fundraising program.** President Horn stated that Trustees received a letter in their board packets regarding a request from the San Francisco Symphony to evaluate a new fundraising opportunity known as DipJar. He referred the matter to Presentors Liaison Committee and requested that the Committee meet to review and consider the request and provide its recommendation to the full Board.

**Consideration of revised War Memorial Exterior Grounds Usage Policy.** President Horn stated that Trustees received a copy of the War Memorial Exterior Grounds Usage Policy, with some minor proposed updates to the policy. He invited Director Sofis to present the proposed changes to the Board. She stated that the updates to the policy are designed to protect the surrounding grounds, as well as the interior of the buildings on the War Memorial campus.

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

### **RESOLUTION NO. 24-22**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that revised Exterior Grounds Usage Policy, is hereby approved.

**War Memorial Departmental Budget for Fiscal Years 2025-26 and 2026-27.** President Horn stated that the War Memorial's 2-year budget for Fiscal Years '25-26 and '26-27 is due to the Mayor's Office of Public Policy and Finance in February 2025 and referred the matter to the Budget and Finance Committee and requested that the Committee meet as required to review and consider budget recommendations.

**Outside Licensee Briefing.** President Horn stated that the resident companies (Symphony, Opera & Ballet) get the lion's share of attention in many of the Board meetings and noted that many members of the Board may not have insight into the rental and usage of the venues by organizations that do not fall under the three resident companies (referred to generally as "outside licensees"). He invited Emma Logan, Director of Booking, to present an overview on how outside licensees interact with the Department. Ms. Logan provided an overview of the type of organizations that rent the venues, such as non-profit organizations putting on performances, graduations, fundraisers and awards ceremonies, and governmental organizations, like San Francisco City

Departments and various foreign consulates. She explained that the estimated total revenue from outside rentals is approximately \$1 million dollars. She also briefly explained the booking process and how the team helps support these organizations on the backend. She also explained how the San Francisco Performing Arts Center Foundation supports the work of the Department as a performing arts center. Ms. Logan discussed some of the new marketing and social media efforts of the Department. She mentioned that they are looking to increase bookings of the Wilsey Center Education Studio and Atrium Theater. Trustee Kopp asked about complaints about the booking process. Ms. Logan mentioned that as a City Department there can be more bureaucratic hurdles than some organizations expect. Director Sofis responded that this is why the Foundation is such a critical operating partner to the Department. There was also a discussion about food and beverage requirements in the venues and the process to obtain a liquor license. Ms. Logan also explained that previously the venues had been found mainly through word-of-mouth and they are focusing on marketing efforts to increase the visibility of the venues.

**Update on San Francisco Symphony entitlement process.** President Horn announced that the San Francisco Symphony and its architectural firm was present to update the Board on the status of the Symphony's request for an entitlement from the Planning Commission. He invited Matt Spivey, CEO of the San Francisco Symphony to address the Board. Mr. Spivey explained that the entitlement process only serves to reserve the rights to possible future changes to Davies Symphony Hall and does not mean the plans for the new building are happening immediately. He noted that the entitlement process is primarily focused on the exterior of the building and how it interacts with the surrounding area. Mr. Spivey noted that the Symphony met with the Planning Department for their feedback, the Symphony made some revisions which satisfied the Planning Department and the project proceeded to the Historic Preservation Commission. He stated that they presented the plans to the Commission on an informational basis and while no revisions were suggested by the Commission at this stage, they will ultimately need the plans to be formally approved, anticipated to be sometime in April 2025. The architect, Mark Cavagnero, gave a brief presentation showing the revisions to the plans related to these updates.

### **MISCELLANEOUS CORRESPONDENCE**

None.

### **GOOD AND WELFARE**

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

### **PUBLIC COMMENT**

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

### **ADJOURNMENT**

There being no further business, President Horn adjourned the meeting at 2:58 p.m.



Francesca Cicero  
Board Secretary