

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**  
**BOOKING SUMMARY FOR DECEMBER 2025**

**WAR MEMORIAL OPERA HOUSE**

Alexis Cuarezma Interview Filming	December 8, 2025	\$525.00
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**HERBST THEATRE**

Holy Family Day Home Firsthand Storytelling Series	December 17, 2025	\$1,525.00
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SFJAZZ Arooj Aftab	January 22-23, 2026	\$3,050.00
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SF Controller's Office Meeting	February 25, 2026	\$1,525.00
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SF Pride Band Community Concert	March 22, 2026	\$1,525.00
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Asian America Foundation Pageant	August 14-15, 2026	\$3,050.00
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**WILSEY CENTER**

San Francisco Ballet Orchestra Rehearsals/Auditions	January 10 – March 12, 2026	\$17,520.00
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**San Francisco War Memorial  
FY 2025-26 Revenue Report - November 30, 2025**

Account		NOVEMBER REVENUE	YEAR TO DATE	FY2025-26 Budget	Percent of Budget	LAST YEAR TO DATE
	<b>FACILITY RENTAL</b>					
435511	Opera House	\$ -	\$ 174,322.25	\$ 634,565.00	27%	\$ 243,936.25
435512	Green Room	11,105.25	74,821.41	266,741.00	28%	79,122.25
435521	Herbst Theatre	17,892.50	91,818.25	332,281.00	28%	93,164.25
435531	Davies Symphony Hall	-	311,926.35	823,810.00	38%	244,356.54
435542	Wilsey Center	6,090.25	21,067.25	212,454.00	10%	29,903.00
462891	Zellerbach Rehearsal Hall	17,429.25	104,116.75	280,102.00	37%	105,866.00
	<b>Sub Total</b>	<b>\$ 52,517.25</b>	<b>\$ 778,072.26</b>	<b>\$ 2,549,953.00</b>	<b>31%</b>	<b>\$ 796,348.29</b>
	<b>OFFICE RENTAL</b>					
435517	San Francisco Ballet (OH)	\$ 2,491.47	\$ 12,457.35	\$ 35,174.00	35%	\$ 14,948.82
435519	San Francisco Opera (OH)	14,368.96	86,213.76	202,856.00	42%	86,213.76
435539	San Francisco Symphony (DSH)	-	72,369.00	202,554.00	36%	72,369.00
435540	Veterans Bldg. Office Rent (SFO)	36,216.52	217,299.12	435,295.00	50%	217,299.12
462861	Veterans Building Occupancy Fees	9,403.56	47,017.80	116,144.00	40%	48,663.63
	<b>Sub Total</b>	<b>\$ 62,480.51</b>	<b>\$ 435,357.03</b>	<b>\$ 992,023.00</b>	<b>44%</b>	<b>\$ 439,494.33</b>
	<b>FOOD/BEVERAGE CONCESSIONS</b>					
435611	Opera House	\$ 11,219.69	\$ 56,798.04	\$ 475,924.00	12%	\$ 78,375.34
435621	Herbst Theatre	17,226.84	24,169.39		0%	-
435631	Davies Symphony Hall	21,287.78	90,414.18	273,776.00	33%	75,010.21
	<b>Sub Total</b>	<b>\$ 49,734.31</b>	<b>\$ 171,381.61</b>	<b>\$ 749,700.00</b>	<b>23%</b>	<b>\$ 153,385.55</b>
	<b>PROGRAM CONCESSIONS</b>					
435612	Opera House	\$ -	\$ 6,709.97	\$ 8,636.00	78%	\$ 446.24
435622	Herbst Theatre	0.65	440.98		0%	-
435632	Davies Symphony Hall	1,235.40	18,145.37	6,098.00	298%	7,268.36
	<b>Sub Total</b>	<b>\$ 1,236.05</b>	<b>\$ 25,296.32</b>	<b>\$ 14,734.00</b>	<b>172%</b>	<b>\$ 7,714.60</b>
	<b>MISCELLANEOUS REVENUE</b>					
435232	Parking Fees	\$ 5,482.25	\$ 24,491.25	\$ 60,280.00	41%	\$ 24,108.55
462871	Patron Screening Fees	25,176.50	26,721.58	\$ 600,000.00	4%	-
462899	Miscellaneous Revenue	15,126.05	71,640.21	205,177.00	35%	56,318.66
	<b>Sub Total</b>	<b>\$ 45,784.80</b>	<b>\$ 122,853.04</b>	<b>\$ 865,457.00</b>	<b>14%</b>	<b>\$ 80,427.21</b>
	<b>GROSS REVENUE</b>	<b>\$ 211,752.92</b>	<b>\$ 1,532,960.26</b>	<b>\$ 5,171,867.00</b>	<b>30%</b>	<b>\$ 1,477,369.98</b>
	Additional Reserve Fund Revenue	\$ 32,285.43	\$ 276,684.03			\$ 259,290.92
	<b>NET REVENUE</b>	<b>\$ 244,038.35</b>	<b>\$ 1,809,644.29</b>			<b>\$ 1,736,660.90</b>

San Francisco War Memorial			
Operating Account - 14670			
FY 2025 - 2026 Appropriations Report - November 30, 2025			
DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Permanent Salaries	\$ 7,366,925	\$ 2,439,521	\$ 4,927,404
Premium Pay	\$ 153,945	\$ 53,643	\$ 100,302
Temporary Salaries	\$ 584,196	\$ 232,028	\$ 352,168
Holiday	\$ 102,799	\$ 30,298	\$ 72,501
Overtime	\$ 254,732	\$ 118,147	\$ 136,585
One-Time Salaries Payments	\$ -	\$ 66,205	\$ (66,205)
Mandatory Fringe Benefits	\$ 3,650,688	\$ 1,252,917	\$ 2,397,771
<b>Sub Total</b>	<b>\$ 12,113,285</b>	<b>\$ 4,192,760</b>	<b>\$ 7,920,525</b>
Fees_Other	\$ 100	\$ 100	\$ -
Training	\$ 5,137	\$ 8,137	\$ (3,000)
Employee_Expenses	\$ 3,000	\$ -	\$ 3,000
Membership_Fees	\$ -	\$ 3,800	\$ (3,800)
Profesional_Special_Services	\$ 19,531	\$ 407,657	\$ (388,126)
Maintenance_Services_Build_Struct	\$ 941,274	\$ 688,338	\$ 252,936
Maintenance_Services_Equipment	\$ 48,705	\$ 16,690	\$ 32,015
Rent/Lease-Building/Structure	\$ -	\$ 17,800	\$ (17,800)
Rent_Lease_Equipment	\$ 6,403	\$ 53,484	\$ (47,081)
Other Current Expenses	\$ 16,476	\$ 27,391	\$ (10,915)
Taxes_Licenses_Permits	\$ 189,732	\$ 5,755	\$ 183,977
Utilities_Telephone	\$ -	\$ -	\$ -
<b>Sub Total</b>	<b>\$ 1,230,358</b>	<b>\$ 1,229,152</b>	<b>\$ 1,206</b>
Materials & Supplies	\$ 594,875	\$ 326,360	\$ 268,514
Human Resources Modernization	\$ 3,791	\$ 948	\$ 2,843
Diversity Equity Inclusion	\$ 1,371	\$ 343	\$ 1,028
GF-PUC-Light Heat & Power	\$ 3,072,981	\$ 597,956	\$ 2,475,025
PUC Sewer Service Charges	\$ 141,849	\$ 37,165	\$ 104,684
Ef-PUC-Water Charges	\$ 98,800	\$ 27,414	\$ 71,386
DT Technology Infrastructure	\$ 178,082	\$ 44,521	\$ 133,562
GF-City Attorney-Legal Service	\$ 86,122	\$ 22,819	\$ 63,303
DT Enterprise Tech Contracts	\$ 28,353	\$ -	\$ 28,353
DT Telecommunications Services	\$ 33,204	\$ 9,157	\$ 24,047
GF-GSA-Facilities Mgmt Svcs	\$ 4,888,808	\$ 1,111,746	\$ 3,777,062
GF-HR-Equal Emplymnt Opportuni	\$ 15,500	\$ 3,875	\$ 11,625
GF-HRD-SPECIALPROJECTS WO	\$ 280,689	\$ 70,172	\$ 210,517
GF-HR-Mgmt Training	\$ 21,064	\$ -	\$ 21,064
GF-HR-Workers' Comp Claims	\$ 165,407	\$ 58,287	\$ 107,120
GF-HR-Emplymnt Services	\$ 15,067	\$ 3,767	\$ 11,300
GF-Chs-Toxic Waste&Haz Mat Svc	\$ 8,181	\$ -	\$ 8,181
Is-Purch-Reproduction	\$ 2,000	\$ -	\$ 2,000
GF-Rec & Park-Gardener	\$ 198,668	\$ 51,810	\$ 146,858
GF-Mental Health	\$ 1,581	\$ -	\$ 1,581
GF-Purch-General Office	\$ 45,952	\$ 13,043	\$ 32,909
<b>Sub Total</b>	<b>\$ 9,287,470</b>	<b>\$ 2,053,023</b>	<b>\$ 7,234,447</b>
<b>TOTAL OPERATING</b>	<b>\$ 23,225,988</b>	<b>\$ 7,801,296</b>	<b>\$ 15,424,693</b>
Annual Capital Improvement Project	\$ 733,695	\$ 375,508	\$ 358,187
<b>GRAND TOTAL</b>	<b>\$ 23,959,683</b>	<b>\$ 8,176,803</b>	<b>\$ 15,782,880</b>
Debt Service	\$ 9,072,505	\$ 2,754,815	\$ 6,317,690
War Memorial Reserve	\$ 1,497,381	\$ 836,049	\$ 661,332
Concessions Equip. Repl. Fund	\$ 33,290	\$ 29,022	\$ 4,268

APPROPRIATION FY 2025-26

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**  
**Thursday, November 13, 2025**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, November 13, 2025, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Wilsey presiding.

**ROLL CALL**

Present: President Wilsey, Vice President Horn, Trustee Gatti, Trustee Kopp, Trustee Muduroglu, Trustee Pelosi (*arrived 2:10pm*), Trustee Newstat and Trustee Wright

Absent: Trustee Lam, Trustee Makras, and Trustee Rocco

Staff Present: Kate Sofis, Managing Director and Rob Levin, Assistant Managing Director

Assistant Managing Director Rob Levin made an opening announcement related to remote public comment. He stated that remote public comment, except as necessary for disability accommodations, has been discontinued. He 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. He 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 Gatti, seconded by Trustee Muduroglu, the following resolution was unanimously adopted:

**RESOLUTION NO. 25-24**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of the Regular meeting of October 9, 2025, are hereby approved.

**PRESIDENT'S REPORT**

President Wilsey reported on San Francisco Opera's premiere of *The Monkey King* beginning November 14 and running through November 30, 2025.

**MANAGING DIRECTOR'S REPORT**

Managing Director Kate Sofis commended the Symphony on the *Dia de los Muertos* event held at Davies Hall. She also reported on the Queens of the Stone Age concert that was held at Davies and thanked the Symphony and staff on the successful event. She also remarked on the completion of the replacement of the cooling towers at Davies and the installation of the new chillers at the Opera House.

**ASSISTANT MANAGING DIRECTOR'S REPORT**

Assistant Managing Director Rob Levin reported on a holiday light installation that the War Memorial team is working on with the Chief of Protocol for the holidays, which should be up and running by November 28.

## **REGULAR ITEMS**

**Fee Waiver Request for ALWMC:** President Wilsey stated that the Board received a request from the American Legion War Memorial Commission for a fee waiver for an event sponsored by the Mensch International Foundation that was to be held on September 2, 2025, in the Herbst Theatre. She noted that Trustees also received a staff memo regarding this event. She invited the Chair of the American Legion War Memorial Commission Mario Benfield to present the fee waiver request. The Board agreed that it was fair to refund the amount of the rental deposit after subtracting the approximate cost of the staff time, due to the late cancellation and amount of time incurred for staff to plan and cancel the event.

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

### **RESOLUTION NO. 25-25**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the fee waiver requested by the American Legion War Memorial Commission for the event scheduled for September 2, 2025, is hereby approved in the amount of \$395.

**Letter to Commission Streamlining Task Force.** President Wilsey stated that at October's meeting the Board briefly discussed the Commission Streamlining Task Force's recommendations regarding the War Memorial Board of Trustees. Based on those recommendations, Vice President Horn directed staff to compose a letter of appeal and reconsideration to submit to the Task Force. She noted that the draft letter was circulated to the Board before the meeting and she incorporated Trustee feedback into the draft letter, which was the version before the Board. She also mentioned that the Commission Streamlining Task Force will hold a meeting on December 3 at 1pm to review its draft report. The Trustees then reviewed the letter and agreed on some revisions suggested by Trustee Kopp and Trustee Wright.

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

### **RESOLUTION NO. 25-26**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, that it hereby approves the draft letter, as amended, to the Commission Streamlining Task Force and directs staff to submit the letter on behalf of the full Board of Trustees.

**Proposed Gift for The Green Room.** President Wilsey and Vice President Horn recused themselves from the room for the next agenda item, pursuant to the City's Campaign and Governmental Conduct Code section 3.209. Director Levin presented the agenda item and explained that the San Francisco Performing Arts Center Foundation has offered to fully pay for and gift to the Department a replacement sound system for The Green Room, at a cost of \$170k. The Board agreed that this was a much-needed improvement to the space.

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

### **RESOLUTION NO. 25-27**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, acceptance of the gift of a replacement sound system for The Green Room by the San Francisco Performing Arts Center Foundation, is hereby approved.

President Wilsey and Vice President Horn returned to the Board room.

**Presentation by War Memorial Engineering Regarding Construction of Opera House Mansard Roof.**

President Wilsey invited War Memorial Building and Grounds Supervisor, Kevin Kelly, to present to the Board on current engineering projects at the War Memorial. Mr. Kelly briefly highlighted the completion of the cooling tower replacement at Davies and the installation of the chillers at the Opera House, which are set to be completed at the end of November. He gave an overview of the Opera House mansard roof replacement project, which should begin in March 2026, under the contractor Pioneer Mechanical. Director Sofis noted that the project will hopefully also include repairs to some of the non-mansard roof sections, to mitigate additional leaks. Director Sofis also noted that the War Memorial is entering into long-range capital planning with the Opera and the Ballet moving forward. Mr. Kelly thanked the administrative team and staff for their support on these construction projects.

**MISCELLANEOUS CORRESPONDENCE**

None.

**GOOD AND WELFARE**

Vice President Horn thanked Trustee Muduroglu for being at the meeting on her birthday. Trustee Wright commended the Managing Director and the marketing team for their work. There being no additional good and welfare, President Wilsey closed good and welfare.

**PUBLIC COMMENT**

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

**ADJOURNMENT**

There being no further business, President Wilsey adjourned the meeting at 2:57 p.m.

Francesca Cicero  
Board Secretary

# San Francisco War Memorial and Performing Arts Center

Owned and Operated by the  
City and County of San Francisco

War Memorial Veterans Building  
Herbst Theatre / Green Room  
War Memorial Opera House  
Louise M. Davies Symphony Hall  
Harold L. Zellerbach Rehearsal Hall

401 Van Ness Avenue, Suite 110  
San Francisco, California 94102  
Telephone (415) 621-6600  
FAX (415) 621-5091  
sfwarmemorial.org

## **San Francisco War Memorial Board of Trustees 2026 Meetings**

Regular Meetings are held on the second Thursday of every month at 2:00 p.m. (unless the second Thursday falls on a holiday, in which case a Special Meeting will be scheduled on an alternate day).

With the exception of the Budget and Finance Committee meetings required to pass the department's annual budget, the scheduling of which is mandated by ordinance, Committee meetings are scheduled as needed. Committee members are polled in advance to determine their availability before Committee meetings are scheduled.

All Trustees are encouraged to attend Committee meetings. However, for purposes of establishing quorum, a majority of Trustees assigned to a Committee must be present in order for votes to be held at a Committee meeting.

### **Schedule of 2026 Monthly Meetings**

Thursday, January 8, 2026, 2:00 p.m.  
Tuesday, January 27, 2026, 2:00 p.m. (Budget and Finance Committee)  
Thursday, February 12, 2026, 1:30 p.m. (Budget and Finance Committee)  
Thursday, February 12, 2026, 2:00 p.m.  
Thursday, March 12, 2026, 2:00 p.m.  
Thursday, April 9, 2026, 2:00 p.m.  
Thursday, May 14, 2026, 2:00 p.m.  
Thursday, June 11, 2026, 2:00 p.m.  
Thursday, July 9, 2026, 2:00 p.m.  
Thursday, August 13, 2026, 2:00 p.m.  
Thursday, September 10, 2026, 2:00 p.m.  
Thursday, October 8, 2026, 2:00 p.m.  
Thursday, November 12, 2026, 2:00 p.m.  
Thursday, December 10, 2026, 2:00 p.m.