

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

**RENTAL REQUESTS: February 18, 2021**

**DAVIES SYMPHONY HALL**

San Francisco Symphony Tech and Video Capture	January 2021	\$6,710.00
--	--------------	------------

**WAR MEMORIAL OPERA HOUSE**

San Francisco Ballet Tech and Video Capture	January 2021	\$12,735.00
--	--------------	-------------

**San Francisco War Memorial & Performing Arts Center  
Refund Requests: February 18, 2021**

VENUE	LICENSEE	EVENT DATE(S)	AMOUNT
Herbst Theatre	SFJAZZ	10/15/2020 & 10/16/2020 10/25/2020, 11/15/2020, 1/24/2021, 2/28/2021,	\$ 2,100.00
Herbst Theatre	Civic Symphony Association of SF	4/18/2021 11/8/2020, 12/14/2020,	\$ 1,250.00
Herbst Theatre	Golden Gate Symphony Orchestra & Chorus	3/14/2021, 5/23/2021 10/23/2020, 1/3/2021,	\$ 2,050.00
Herbst Theatre	San Francisco Chamber Orchestra	2/19/2021, 4/30/2021	\$ 2,050.00
Herbst Theatre	OMNI Foundation for the Performing Arts	2/27/2021 12/5/2020, 12/6/2020,	\$ 1,300.00
Herbst Theatre	Presidio Performing Arts Foundation	6/3/2021 & 6/4/2021	\$ 2,925.00
Herbst Theatre	Cherry Orchard Festival	4/9/2021	\$ 1,375.00
<b>Herbst Theatre Total:</b>			<b>\$ 13,050.00</b>
Wilsey Center	Opera Parallele	01/02/2021 - 01/24/2021	\$ 2,500.00
Wilsey Center	Other Minds	3/3/2021 - 3/6/2021	\$ 1,000.00
<b>Wilsey Total:</b>			<b>\$ 3,500.00</b>
<b>Grand Total:</b>			<b>\$ 16,550.00</b>

**San Francisco War Memorial**  
**FY 2020-21 Revenue Report - January 31, 2021**

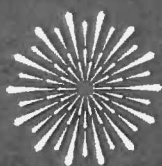
REF.		JAN REVENUE	YEAR TO DATE	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>				
435511	Opera House	\$ -	\$ 48,645.00	\$ 461,265.00
435512	Green Room	-	\$ 2,200.00	259,628.01
435521	Herbst Theatre	-	\$ 11,775.00	357,622.63
435531	Davies Symphony Hall	21,175.00	\$ 58,705.00	550,401.35
435542	Wilsey Center	-	\$ 5,530.00	149,245.00
462891	Zellerbach Rehearsal Hall	-	\$ 10,430.00	182,525.00
<b>OFFICE RENTAL</b>				
435519	San Francisco Opera (OH)		105,424.12	116,937.06
435519	San Francisco Ballet (OH)	-	-	17,253.74
435539	San Francisco Symphony (DSH)	15,170.00	106,192.00	100,233.00
435540	Veterans Bldg. Office Rent (SFO)	37,980.00	227,879.35	354,953.87
435540	Veterans Building Occupancy Fees	9,846.00	71,931.69	-
<b>FOOD/BEVERAGE CONCESSIONS</b>				
435611	Opera House	-	-	288,037.96
435611	Herbst Theatre	-	-	49,862.70
435631	Davies Symphony Hall	-	-	185,461.01
<b>PROGRAM CONCESSIONS</b>				
435612	Opera House	-	-	1,245.08
435612	Herbst Theatre	-	-	1,666.09
435632	Davies Symphony Hall	-	-	3,818.21
<b>OTHER</b>				
435232	Parking Fees	-	-	27,928.25
462899	Miscellaneous Revenue	5.00	1,281.00	151,296.77
<b>GROSS REVENUE</b>		<b>\$ 84,176.00</b>	<b>\$ 649,993.16</b>	<b>\$ 3,259,380.73</b>
	Less 15% War Memorial Reserve	(12,626.40)	(97,498.97)	(425,894.26)
	Payment to War Memorial Commission	(2,500.00)	(21,845.00)	(20,241.00)
<b>NET REVENUE</b>		<b>\$ 69,049.60</b>	<b>\$ 530,649.19</b>	<b>\$ 2,813,245.47</b>
<b>OTHER FUNDS</b>				
35614	Concessions Equipment Replacement	\$ -	\$ -	\$ 16,293.99

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

Account	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,697,256	\$ 2,970,009	\$ 2,727,247
505010	Temporary Salaries	\$ 231,653	\$ 135,107	\$ 96,546
509010	Premium Pay	\$ 142,074	\$ 51,414	\$ 90,660
510210	One-Time Salaries Payments		\$ 40,211	\$ (40,211)
511010	Overtime	\$ 92,661	\$ 25,413	\$ 67,248
501070	Holiday	\$ 95,904	\$ 43,250	\$ 52,654
513000	Mandatory Fringe Benefits	\$ 3,396,524	\$ 1,858,843	\$ 1,537,681
521030	Air Travel	\$ -	\$ -	\$ -
521050	Non-Air Travel	\$ -	\$ -	\$ -
522000	Training	\$ 12,600	\$ 604	\$ 11,996
523010	Auto Mileage // Local Field Expense	\$ -	\$ 145	\$ (145)
524010	Membership Dues	\$ 3,795	\$ 3,150	\$ 645
527090	Special Inspection & Testing Services	\$ -	\$ 980	\$ (980)
527610	Systems Consulting	\$ 94,750	\$ 31,750	\$ 63,000
527990	Other Professional Services	\$ 9,550	\$ 5,468	\$ 4,082
528010	Scavenger Service	\$ 328,411	\$ 100,663	\$ 227,748
528030	Pest Control	\$ 36,828	\$ 34,144	\$ 2,684
528910	Elevator Service	\$ 254,398	\$ 212,139	\$ 42,259
528990	Other Building Maintenance Services	\$ 1,135,050	\$ 619,464	\$ 515,586
529110	Data/Word Processing Maintenance	\$ 18,060	\$ 3,109	\$ 14,951
529990	Other Equipment Maintenance	\$ 41,882	\$ 35,687	\$ 6,195
531000	Equipment Lease/Rental	\$ 17,456	\$ 10,541	\$ 6,915
535000	Other Current Expenses (535000-535990)	\$ 50,130	\$ 18,387	\$ 31,743
540000	Materials & Supplies	\$ 344,223	\$ 289,986	\$ 54,237
552110	Taxes (Community Benefit District)	\$ 262,715	\$ 165,504	\$ 97,211
552115	Sales Tax	\$ -	\$ 55	\$ (55)
552210	Fees, Licenses and Permits	\$ 26,800	\$ 33,790	\$ (6,990)
581051	PUC - Light, Heat and Power	\$ 844,410	\$ 339,162	\$ 505,248
581063	PUC - Sewer Service	\$ 120,113	\$ 24,780	\$ 95,333
581064	PUC - Water	\$ 121,360	\$ 26,243	\$ 95,117
581140	DT - Technology Projects	\$ 102,029	\$ -	\$ 102,029
581210	DT - Technology Infrastructure	\$ 147,498	\$ 73,749	\$ 73,749
581270	City Attorney - Legal Services	\$ 100,000	\$ 3,737	\$ 96,263
581325	DTIS - Enterprise Agreement	\$ 3,793	\$ 3,548	\$ 245
581360	DTIS - Telephone Services	\$ 33,087	\$ 16,165	\$ 16,921
581410	GSA - Custodial Services	\$ 1,784,487	\$ 340,523	\$ 1,443,964
581450	DHR - Management Training	\$ 22,935	\$ -	\$ 22,935
581460	DHR - Workers Compensation	\$ 42,541	\$ 35,786	\$ 6,755
581570	DPH - Medical Services/Training	\$ 36,150	\$ 2,915	\$ 33,235
581580	DPH - Toxic Waste & Haz. Mat Svcs.	\$ 15,058	\$ 5,420	\$ 9,639
581820	Purchasing - Reproduction	\$ 19,194	\$ -	\$ 19,194
581880	Rec. Park - Gardener Services	\$ 187,177	\$ 90,300	\$ 96,878
	<b>TOTAL OPERATING</b>	<b>\$ 15,872,552</b>	<b>\$ 7,652,142</b>	<b>\$ 8,220,410</b>
067AAP	Facilities Maintenance	\$ 305,652	\$ 274,554	\$ 31,098
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	<b>GRAND TOTAL</b>	<b>\$ 16,178,204</b>	<b>\$ 7,926,696</b>	<b>\$ 8,251,508</b>
570000	Debt Service	\$ 9,253,577	\$ 2,499,995	\$ 6,753,582
	War Memorial Reserve	\$ 1,887,157	\$ 122,822	\$ 1,764,336
	Concessions Equip. Repl. Fund	\$ 78,186	\$ 3,442	\$ 74,744



San Francisco War Memorial FY 2020-2021 Housekeeping Expenditures - January 31, 2021			
Number	Description	Amount	Fund Code
<b>PURCHASE ORDER</b>			
0000491590	INTERNATIONAL FIRE INC	\$ 2,218.16	14670
0000491668	THYSSENKRUPP ELEVATOR CORP	\$ 33,710.00	14670
0000492335	KELLY-MOORE PAINT CO INC	\$ 1,900.18	14670
0000492351	GRAINGER	\$ 167.96	14670
0000492360	PACE SUPPLY CORP	\$ 1,264.00	14670
0000493026	D T C GRIP & ELECTRIC INC	\$ 777.09	14670
0000493035	SIEMENS INDUSTRY INC	\$ 2,512.79	14670
0000493053	UNITED CALIFORNIA GLASS & DOOR	\$ 2,727.00	14670
0000493056	CREST/GOOD MFG CO INC	\$ 499.60	14670
0000493092	RECOLOGY SUNSET SCAVENGER COMPANY	\$ 53,269.29	14670
0000494769	THYSSENKRUPP ELEVATOR CORP	\$ 38,000.00	14670
0000494812	RMI MECHANICAL CONTRACTOR INC	\$ 19,300.00	14670
0000494817	YSERCO, INC	\$ 10,364.00	14670
0000494825	GOLDEN STATE CONTRACT FLOORING, INC.	\$ 4,350.00	14670
0000496997	THYSSENKRUPP ELEVATOR CORP	\$ 16,000.00	14670
0000497330	INTL ASSOCIATION OF VENUE MANAGERS INC	\$ 158.00	14670
	<b>Total</b>	<b>\$ 187,218.07</b>	
FUND CODE:	DESCRIPTION:		
14670	Operating		
14680	Facilities Maintenance		
14690	Capital Projects		
14700	Concessions Equipment Replacement Fund		
14720	War Memorial Reserve		



SAN FRANCISCO  
OPERA

DEPARTMENT OF  
DIVERSITY, EQUITY AND COMMUNITY  
CHARLES CHIP MC NEAL, DIRECTOR

# INAUGURAL YEAR SUMMARY FY20

**PREPARED BY**

Charles Chip Mc Neal  
Ryan Marchand  
Clara Choi

**EDITED BY**

Aileen Tat

DECEMBER 17, 2020

---

# ABOUT THE DEPARTMENT OF DIVERSITY, EQUITY AND COMMUNITY

San Francisco Opera made a historic choice in 2019 by announcing the formation of the Department of Diversity, Equity and Community (DEC) and the appointment of Charles Chip Mc Neal as the Company's first Director of Diversity, Equity and Community. The Company understood the changing landscape of diversity and equity in classical music organizations, and the Opera was at the forefront of the drive to create a more equitable, hospitable cultural organization by becoming the first opera company in the world to establish a fully funded diversity department.

**The Department of Diversity, Equity and Community (DEC) was established around three central areas of focus:**

- **Diversity, Equity and Inclusion (DEI):** Advance DEI within the organization and externally.
- **Education:** Continue to administer and evolve our flagship programming for schools.
- **Community:** Deliver innovative programs to the community at large and build partnerships and engagement around the stories being told on our stage.

DEC envisions a vibrant arts world in which people of all backgrounds create, share and enjoy resources and relationships equitably, unleashing individual potential, embracing collective responsibility and generating global prosperity. As members of one of the largest performing arts nonprofits in the Bay Area, we acknowledge that San Francisco Opera must continue to examine how its policies and practices either dismantle or maintain systems of inequity. We invite others to stand with us so that we can collectively move toward a climate of healing and reconciliation rooted in anti-racism.

This summary is meant to give a sense of the breadth of our efforts to become an anti-racist, learning organization. We invite you to learn with us, to build new partnerships, and to hold us accountable to our stated mission.

## STAFF

Charles Chip McNeal, Director

Ryan Marchand, Community Engagement Manager

Clara Choi, Community Engagement Coordinator

Cole Thomason-Redus, JRAP Program Manager

## Teaching Artists:

Linda Baird, Joshua Raoul Brody, Marcelle Dronkers, Kevin Gordon, Lua Hadar, Dave Maier, Sven Olbash, Michael Orlinsky, Max Perkoff, Katherine Issel Pitre, Christopher Street, Tassiana Willis, Matthew Wolka, Jason Wyman

## HOW TO CONTACT US

Thank you for your interest in this report. If you have questions, feedback or support, you may reach us by using the following [link](#).

---

# DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion (DEI) is a group of terms that encompass the conditions needed to create systemic change, using a social justice framework. For DEC, the internal work of DEI starts by opening dialogue among Company members whose understandings of DEI concepts and their relevance can be very different. DEC also helps with external efforts by applying a DEI framework in all public-facing initiatives.

## INTERNAL DIVERSITY, EQUITY AND INCLUSION (DEI) TERMS AND DEFINITIONS

**Company Deep Dives:** Meetings to establish a baseline for understanding DEI terminology.

**Holding Space for All and Staff DEI Facilitators:** Companywide dialogue on Black Lives Matter, social justice and equity. Facilitators utilized DEI training in educational sessions for the staff and board.

**Company Newsletter, Suggestions Box, and DEI Tools and Resources:** Online tools for staff to create content, share anonymous feedback and access a library of anti-racist learning.

**Leadership Coaching, Recruitment and Retention:** Initiative to promote inclusive leadership, mitigate bias in management and improve the development of inclusive networks.

**Board Development and DEI Training:** Robust conversations about the roles and responsibilities of the San Francisco Opera Association Board of Directors.

**Adjustments to Company Payroll Operations:** A shift toward weekly pay schedules for teaching artists, thereby eliminating the need to predict and adjust hours yet to be worked.

---

**“While my time with the Company has been short,  
it’s had a deep, lasting impact on my life...  
Thank you for inspiring my work, my life.  
Thank you for teaching me things I never thought I could learn.  
And thank you especially for empowering me.  
I’m moving on from the Opera as a stronger, more fully realized person!”  
—San Francisco Opera company member, December 2020**

---

## EXTERNAL DIVERSITY, EQUITY AND INCLUSION (DEI)

### MARKETING & COMMUNICATIONS

**Press and Public Engagements:** Helped organize a public panel at the [Commonwealth Club](#), and promoted work through media profiles in [San Francisco Classical Voice](#), [Mensbook.com](#) and [Opera America Magazine](#).

***The Marriage of Figaro* Casting Outreach:** Provided context around the casting of Black performers to play Figaro and Susanna in our 2019 production, set after the Revolutionary War. Mr. Mc Neal authored a program article that helped the theater-going public grapple with the sociopolitical implications of the production.

**Marketing Collaborations and Visibility:** Rewrote inclusive copy respecting transgender experiences for radio promotions for *Partenope*, acknowledged LGBTQ+ contributions to opera in e-newsletter and added a direct link on the Company homepage to [DEC resources](#).

**San Francisco Opera Anti-Racism Solidarity Statement:** Led the Company in issuing an [official anti-racism solidarity statement](#) in the wake of George Floyd's murder.

**Centennial Planning:** Participated in meetings, digital content creation and the development of marketing and communications and community engagement strategies for the 100th anniversary of the Company.

### DEVELOPMENT

**Institutional Giving:** Secured a transformative, multiyear grant subsidizing program fees for Arts Residencies in Action (ARIA) school programs. This funding eliminated fees for schools. DEC also assisted with an application to fund community programs around the Opera's co-commission of Kaija Saariaho's *Innocence*.

**End-of-Year Fundraising Video:** Showcased DEC director Chip Mc Neal in a video interview broadcast on the Company website in fall 2019 and in related emails appeals, raising \$355,000.

**Telefunding:** Gave an orientation to our tele-services provider about DEC's public programs and drafted a call script to introduce DEC and its flagship programs to potential donors.

### ARTISTIC

***The Marriage of Figaro* Casting Outreach:** Discussed responsive and inclusive ways to engage with the problematic casting of this production, in a dialogue with the cast and creative team led by DEC director Chip Mc Neal.

**Equity Statement:** Assisted the Artistic department in crafting an equity statement that frames a new perspective on developing a more diverse and inclusive operational practice, and provided personal coaching to key artistic leadership.

---

# EDUCATION

DEC's education programs are foundational to our work, and demonstrate our deep commitment to delivering outstanding, inclusive enrichment to Bay Area educational institutions and beyond. Our philosophy is most fully demonstrated through our flagship Arts Resources in Action (ARIA) program, but our practices and holistic approach to learning also informs our other program offerings. Due to the pandemic, DEC has become an industry leader in distance-learning and virtual arts education programming, providing free professional development to regional arts educators.

## ARTS RESOURCES IN ACTION (ARIA)

The [ARIA \(Arts Resources in Action\)](#) residency is San Francisco Opera's suite of arts education programs. Its learning goals are arts-integrated, standards-driven, focused on social-emotional well-being and oriented around social justice. The ARIA residency is built on these three key elements:

- Partnerships between classroom teachers and DEC's teaching artists to develop customized curriculums around an artistic or creative element of opera. Elements may include: writing, composing, vocal performance, acting, dancing/movement, set design, stage direction and opera history. See our [2019–2020 Summary of Activities](#).
- Participation in [Professional Development sessions](#) for educators
- Opera resources like [final dress rehearsals](#) to ensure a multi-dimensional experience for students of all learning types.



---

**“ARIA is a powerful process of performance production, while at the same time integrating teaching with writing, composing, reading, creating, etc! Sky’s the limit with creating an opera.”**

**—Tim Warner, teacher, Miraloma Elementary**

---

## JERRY ROSENSTEIN ARTS PROJECT (JRAP)

San Francisco Opera was chosen to manage and administer the [Jerry Rosenstein Arts Project \(JRAP\)](#), a high-quality arts integration residency developed in collaboration with six other San Francisco arts organizations and the San Francisco Unified School District (SFUSD). In the 2019-20 session, JRAP partnered with three middle schools to provide programming for youth (ages 12–16), at no cost to the schools.



# COMMUNITY

DEC's approach to community leverages our work to build new and existing relationships across many populations. Our programs help us strengthen our evolving sense of place around the stories San Francisco Opera tells. Our programs value mutual learning and sharing viewpoints with integrity.

## COMMUNITY PROGRAMMING

### PROGRAMS FOR ADULTS

In addition to hosting [groups from local senior centers](#) during final dress rehearsals and diversifying San Francisco Opera's roster of pre-opera speakers, DEC designed a new framework for engagement with three program streams:

- **Opera Aficionado** launched in May 2020 and was designed for audiences already engaged with opera.
- **Opera Nova** programs will be geared toward new and emerging audiences.
- **General** programs will be suitable for all audiences at any comfort level with opera.

### FAMILY PROGRAMS

**In-person (2019):** [Exploration Workshops](#) broke down opera plots for ages 6+, while [First Act Workshops](#) engaged children up to age 6. See our [SY20 Summary of Activities: CUE](#) for full details.

**Virtual (2020):** First Act Workshops transitioned to the online classroom for grades K–3, along with our [Opera in an Hour](#) movie offerings. A new series of [videos with sing-a-long lyrics](#) were added to our [YouTube channel](#) using archived mini-operas.





PHOTO BY JOEL PULIATTI

## COMMUNITY COLLABORATION

### CIVIC PRACTICE

Civic practice requires a shift away from transaction-based partnerships that are focused exclusively on sales and funding. Instead, its central goal is to help build a deeper capacity for connecting the community's needs with our artistic product.

#### Earn Your Wings

DEC continued to build on our 2018 [Earn Your Wings](#) campaign, a partnership with [Community Housing Partnership](#) (CHP) and [Compass Family Services](#) (CFS) funded by Opera America's Civic Practices grant. In 2019, we supported CHP and CFS through our in-house activation during the run of *Hansel and Gretel*, bringing to light themes of food and housing insecurity. Statistical reporting on Earn Your Wings activities can be found [here](#).

#### Community Conversation on Civic Practice and Community Engagement

On November 14, 2019, DEC hosted "[Cultivating Civic Practice: Hype or Hope?](#)," a panel discussion to address the possibilities and pitfalls associated with this work.

### NEW CONNECTIONS & PRO BONO SUPPORT

DEC initiated an internship opportunity for **San Francisco State University** students and meetings with **San Francisco Public Library** and **Salesforce Park** to discuss presenting First Act Workshops together. As a large, well-resourced organization, San Francisco Opera was able to extend experienced equity consultation through DEC to local organizations including [Handful Players](#), [Embodiment Project](#) and [Cal Performances](#).

### ONGOING ALLIANCES AND PARTNERSHIPS

Many of DEC's alliances have their roots in our decade of arts education leadership. Our current staff are active members of citywide and nationwide workgroups in the arts, education and advocacy, including [Arts Education Alliance of the Bay Area](#), [Black Opera Alliance](#) (BOA), [California Alliance for Arts Education](#), [Opera America Administrators Group](#) and the [Racial Equity in the Arts Workgroup](#) of the San Francisco Human Rights Commission.



---

# NEW AND EMERGING INITIATIVES

DEC is working diligently to transform San Francisco Opera into the learning organization it needs to be. Redefining opera requires the application of theoretical concepts such as equity lens, social justice practices, critical race theory and transformative learning theory. These tools undergird our work, including our new and emergent initiatives below.

## DIVERSITY, EQUITY AND INCLUSION

DEC established San Francisco Opera's **Diversity, Equity and Community Committee** in August 2020, the Opera's first committee comprised of active membership from our Board and non-managing staff members. This committee is tasked with setting priorities, forging partnerships and advocating for DEC's work. Ira Dearing and Randy Reynoso were appointed as the inaugural chairs of the Board's DEC Committee, with Aileen Tat functioning as the liaison between DEC and the committee.

DEC is also developing a companywide **climate survey**, a **production apprenticeship**, an **anti-bias training module for managers**, a Company **racial and cultural bias policy statement**, War Memorial Opera House **front-of-house staff training**, and an **internship program** with our Human Resources team.

Externally, DEC continues to consult with our patron-facing departments on improving processes and communications, and is developing a **symposium on racial equity in the opera field**.

## EDUCATION

DEC is continuing to partner with schools to implement the ARIA program remotely for the spring 2021 semester. Grants from the Walter & Elise Haas Fund and the Gap Foundation will allow DEC to **eliminate all program fees for ARIA**. A series of **anti-bias/anti-racism professional development** sessions will also be offered to our ARIA teaching artists and educators from other organizations. Additionally, DEC has developed a **two-week, half-day virtual summer camp** for grades K-2 and 3-6, called "*Exploring Social Justice Through the Arts*."

The development of a **university music mentorship program** will help us better prepare artists of color for careers by collaborating with secondary institutions which have specialized opera and classical music programs.

## COMMUNITY

Since August 1, 2020, **Opera Aficionado** programs have been presented on *Black Voices in Opera* and *Women in Opera*. The first of a 10-part series on the history of San Francisco Opera will be presented in spring 2021. **Opera Nova** is a series of digital programs debuting in 2021, designed to introduce opera basics to new viewers. *Opera Nova* will be free to the public, with a special emphasis on engaging diverse audiences.

San Francisco Opera is also exploring a collaboration with the San Francisco Mayor's Office on a future, citywide **"We CARE" concert** highlighting Black creatives in opera and classical music.

DEC is leading early discussions for **San Francisco Opera to co-sponsor a national symposium on diversity and racial equity in opera**. Potential partners include Opera America, The Dallas Opera, Black Opera Alliance, Black Opera, Black Administrators of Opera and other regional and national groups focused on racial equity in the arts.

---

# CONCLUDING THOUGHTS

## THE TEAM MEMBERS OF DIVERSITY, EQUITY, AND COMMUNITY ARE WEARY

Fostering an organizational culture that exudes commitment to racial and social justice is ongoing and ever-evolving work. When the Department of Diversity, Equity and Community (DEC) first embarked upon this work, there was no shortage of enthusiasm for, or belief in, the ideals of justice and equity that were espoused in our formation. With this sense of urgency, the department hit the ground running, hosting introductory sessions on the language of diversity and inclusion, holding conversations on equity and evolving the Company's foundational strategies for community engagement. Yet, there remained an underlying skepticism about what DEC represents. Everyone wanted to know: What will the DEC team actually do?

On May 25, 2020, an event took place that exposed our nation's dire need for critical dialogue and healing. The murder of George Floyd called upon individuals and institutions alike, to reexamine what we think we know about race, privilege, power and oppression in the United States. And thus DEC's work was thrust into a sharp focus.

In the course of our work, we learned that disrupting and dismantling systems of inequity and oppression is tiring. We are weary because the work is deeply personal, demanding, shocking, disappointing, inspiring and heartbreaking. The work is never done, nor does it fit within the bounds of a typical workday, as we carry it with us into our personal lives.

In every facet of our work we strive to embody the ideals of racial and social justice and to disavow White supremacy culture. This work is not possible without a team who brings their own complexity, passion and humanity in addition to their professionalism and expertise. This first-ever Diversity, Equity and Community end-of-year report is brimming with our hopes, our heartaches and our inspirations. It is with humility and pride that we offer it as evidence of our unyielding commitment.

---

**"I was reflecting this morning on the Holding Space meeting yesterday morning and wanted to take a moment to thank you all for providing this opportunity for our Company. One of the most effective elements in the meeting was the interview dialogue between Katie and Sam that Ryan put together. In my conversations yesterday and this morning with others that attended, this section has been brought up as generating the most self-reflection. It is often easier to recognize behaviors in others than to see the same thing in ourselves and this dialogue was done in a way that allowed us to experience the situation from both sides—to be sympathetic and empathetic...no matter how uncomfortable that may make us."**  
**—San Francisco Opera company member, December 2020**

---

## ACKNOWLEDGEMENT & THANKS

DEC acknowledges the contributions of a host of volunteers to our meaningful work. We herald this dedicated cohort of brilliant staff members who contribute time to learning together to facilitate strategic training opportunities for the whole Company. Their modest acts might easily go unnoticed, but we believe a culture of gratitude starts with us. Thank you, facilitators! We value you.

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**BUDGET AND FINANCE COMMITTEE / SPECIAL MEETING**

**Wednesday, February 3, 2021**

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met remotely at 1:30 p.m. on Wednesday, February 3, 2021, Chair Lui presiding.

**ROLL CALL**

Committee Members Present:	Chair Lui, Vice-chair Wilsey, Trustee Myatt, President Horn, <i>Ex officio</i> , Vice President Shultz, <i>Ex officio</i>
Committee Members Absent:	Trustee Moscone
Non-Committee Members Present:	Trustee Bechtle, Trustee Levin
Staff Present:	John Caldon, Managing Director Jennifer Norris, Assistant Managing Director

**War Memorial Proposed Departmental Budget for Fiscal Years 2021-22 and 2022-23:**

Chair Lui stated that in advance of today's meeting, Committee members received staff's departmental budget presentation document and a detailed summary of staff's proposed revenues and expenditures for the next two fiscal years. Chair Lui asked John Caldon, War Memorial Managing Director, to review staff's proposed departmental Budget.

Director Caldon reviewed the Fiscal Year 2021-22 and Fiscal Year 2022-23 Budget Presentation and answered questions pertaining to the Detailed Budget. He stated that the proposed War Memorial budgets for Fiscal Years 2021-22 and 2022-23 are largely recovery budgets. Director Caldon noted that the War Memorial's budgets are designed to allow the department to return to our pre-COVID-19 operations with some mandated and projected increases and other necessary changes.

Director Caldon reviewed the War Memorial's pre-COVID Mission Statement: "The San Francisco War Memorial & Performing Arts Center manages, maintains and operates safe, accessible, world-class venues to promote cultural, educational, and entertainment opportunities in a cost-effective manner for enjoyment by the public, while best serving the purpose and beneficiaries of the War Memorial Trust." He noted the department has adopted a temporary mission statement for its work during the COVID-19 pandemic that reads: "The San Francisco War Memorial and Performing Arts Center supports the City's COVID-19 efforts by deploying staff as Disaster Service Workers (DSWs), providing use of facilities to support emergency response needs, and maintaining safe spaces for essential workers, tenants, and Trust beneficiaries, all while executing targeted maintenance and building upgrades to provide a safe environment for patrons following reopening".

Director Caldon stated that to date the department has supported the City's COVID-19 response efforts by supplying 25 Disaster Service Workers who have worked a total of more than 6,000 hours. The War Memorial has housed the Emergency Medical Services Agency and its COVID-19 medical transport vehicles, provided parking support for Homeless Outreach Team, and provided no cost space use for blood drives. He reported that the department is actively working on multiple building upgrade projects, which include the Opera House Seat Replacement and the Davies Façade Lighting Project and coordinating scheduling of those projects so that licensee video capture activities can take place on the stages and in other facility spaces.

Director Caldon reviewed budget assumptions, stating that the assumed dates of reopening, as well as the associated expenditures and revenue estimates, are conservative projections based on reopening and vaccination timelines.

- Office rentals are projected to remain at 100%.
- Performance and Event Venues are projected to reopen at reduced capacity in the second quarter of FY2021-22. With vaccines currently being distributed, these projections remain prudent.
- Concessions Revenues remain a question. Possible restrictions on the sale of food and beverage may have an impact on earned revenue.

Director Caldon reviewed the FY 2021-22 Projected Performance and Event Activity chart which is based on a percentage of FY 2018-19 activity levels:

1 <sup>st</sup> Quarter (July 2021 – Sep. 2021)	10% of FY 2018-19
2 <sup>nd</sup> Quarter (Oct. 2021 – Dec. 2021)	35% of FY 2018-19
3 <sup>rd</sup> Quarter (Jan. 2022 – Mar. 2022)	60% of FY 2018-19
4 <sup>th</sup> Quarter (Apr. 2022– Jun. 2022)	75% of FY 2018-19
Average Percent:	45% of FY 2018-19

Director Caldon noted that earned revenue from office rent is projected to remain at 100%, with lower than usual performance rent and minimal concessions revenue.

Director Caldon stated that the FY 2022-23 Budget is based on the resumption of activity levels matching FY2018-19 with a projected total of 880 performances and events and a total attendance of 1,026,000. He noted that in the current fiscal year we are outperforming our revenue projections with over \$500,000 in earned revenue already booked against a total budgeted earned revenue of \$750,000.

Director Caldon stated that salary savings are being realized in the current year's budget by leaving vacant currently unfilled positions and that this practice will continue in FY 2021-22. He stated that the FY 2021-2022 proposed operating budget includes one position elimination effective July 2021. The recent vacancy in War Memorial's 1404 Clerk position, due to an employee receiving a promotive offer for employment in another City department, creates the opportunity for a staffing realignment that will better serve the department's current needs.

Director Caldon reported that for the War Memorial's Facilities Maintenance and Capital Improvement Project budget request, projected revenues will increase to \$6.9 million in FY 2021-22 and then be reduced to \$4.9 million in FY 2022-23. This is driven primarily by funding requested from the Capital Planning Committee for replacement of Davies Hall passenger elevators and funding for replacement of the Opera House mansard roof. The proposed departmental budget assumes approval of these funds by the Capital Planning Committee.

Director Caldon noted staff is hopeful that earned revenue from rents and concessions will rebound in FY 2021-22 to a projected amount of \$1.8 million. He further stated that FY 2022-23 revenue projections represent an increase to \$3.9 million. Director Caldon further stated that War Memorial Fund Balance revenue reflects the use of unappropriated funds accrued from prior year revenue overages and expenditure savings, \$750,000 of which will be used to fund the annual budget in FY 2021-2022 and \$500,000 in FY 2022-2023.

Chair Lui stated that staff had done a great job in putting the FY 2021-2022 and FY 2022-2023 budget together without having a clue of what is going to happen in the next year or two. President Horn said that he wanted to join Chair Lui in her remarks. Trustee Myatt stated that he thinks staff has done a good job when there is so much uncertainty right now with the pandemic.

Following discussion, Chair Lui recommended to the Budget and Finance Committee of the War Memorial of San Francisco that staff's proposed War Memorial Departmental Budget Requests for Fiscal Years 2021-22 and 2022-23 be carried over to the Budget and Finance Committee meeting on February 18, 2021 for consideration and approval.

**PUBLIC COMMENT**

Chair Lui called for public comment on items within the jurisdiction of the Budget & Finance Committee of the Board of Trustees, but not on the agenda. There being no public comment, Chair Lui closed public comment.

**ADJOURNMENT**

There being no further business, Chair Lui adjourned the meeting at 2:35 p.m.

Jennifer Norris  
Executive Secretary

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

**Thursday, January 14, 2021**

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, January 14, 2021, at 2:00 p.m., President Horn presiding.

**ROLL CALL**

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

**Absent:** Trustee Moscone

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

**PRESIDENT'S REPORT**

President Horn began the meeting by extending congratulations to Jennifer Norris, who celebrated her silver anniversary with the War Memorial in December. Jennifer came to the War Memorial from the Opera, where she worked as a lighting designer. She started out as a booking manager and worked her way up to become Assistant Managing Director and Executive Secretary to the War Memorial Board of Trustees. Her most recent major accomplishment is working with staff to create the department's Racial Equity Action Plan, but her many contributions include managing the current Opera House Seating Project, assisting on the Veterans Building renovation project, and solving countless problems over the last quarter century. On behalf of the Board, President Horn congratulated and thanked Jennifer for her service and dedication to the War Memorial.

President Horn reported that San Francisco Ballet's Artistic Director and Principal Choreographer Helgi Tomasson has announced he will retire by the end of the Ballet's 2022 season, following almost four decades of creative leadership. He noted that Helgi was one of the most talented classical dancers of his generation, dancing with American Ballet Theater. In 1985, Mr. Tomasson became Artistic Director of the San Francisco Ballet, and under his direction, the company has become one of the best in the world. President Horn noted that Mr. Tomasson would be greatly missed and wished him a happy retirement.

President Horn also noted that the San Francisco Ballet's Opening Gala entitled "A Leap into the New Year" was scheduled to take place this evening. On behalf of the Board, he extended to the Ballet best wishes.

**MANAGING DIRECTOR'S REPORT**

Director Caldon joined President Horn in congratulating Jennifer Norris.

**Approval of Consent Agenda:** Director Caldon stated that items submitted on the Consent Agenda included: minutes of the December 7, 2020 meeting of the Special Committee on Racial Equity, the regular meeting of the Board of December 10, 2020, and Rental Requests and Rental Refund Requests for January 14, 2021. Mr. Caldon requested their approval. On motion of Trustee Bechtle, seconded by Trustee Gatti, the following resolution was unanimously adopted:



RESOLUTION NO. 21-01

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the December 7, 2020 meeting of the Special Committee on Racial Equity, and the regular meeting of the Board of December 10, 2020, and Rental Requests and Rental Refund Requests for January 14, 2021, are hereby approved.

**War Memorial Departmental Budget for Fiscal Years 2021-22 and 2022-23:** Director Caldon provided a brief update on the War Memorial Departmental Budget process for Fiscal Years 2021-22 and 2022-23. He reported that the Budget and Finance Committee will meet earlier than usual this year to ensure we comply with a new City ordinance that requires City departments with boards or commissions to hold a public meeting regarding the budget no fewer than 15 days prior to the date on which the board will vote to approve the budget.

To accommodate this timeline requirement, there will be a Budget and Finance Committee meeting held on February 3, 2021, followed by another meeting of the Committee no fewer than 15 days later, on February 18, 2021, prior to a special meeting of the full board that same day. The budget is due to the Mayor's Office on February 22, 2021.

Director Caldon reported that the department is still without a Chief Financial Officer. The Mayor's Budget Office only recently granted approval to post and hire for the position. Director Caldon thanked the War Memorial's new accountant, Dave Salem, for his help in creating the budget in the absence of a finance officer.

**Secretary's Report:** Assistant Managing Director/Secretary Jennifer Norris requested approval of the Revenue, Appropriations and Housekeeping Expenditures Reports for December 31, 2020. On motion of Vice President Shultz, seconded by Trustee Wilsey, the following resolution was unanimously adopted:

RESOLUTION NO. 21-02

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the December 31, 2020 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

**Opera House Seating Update:** Ms. Norris reported that the Opera House Seat Replacement Project is proceeding with contractors working on a schedule that accommodates the San Francisco Ballet's video capture activities. Floor preparation is underway and new seat components are scheduled to arrive in mid-February. Seat installation is projected to last six weeks and conclude at the end of March. The ADA path of travel and restroom improvements are part of a separate project expected to begin at the end of March.

**Meeting Schedule Reminder:** Ms. Norris noted that Trustees were sent a list of meeting dates for 2021 and noted that all regular meetings would be held on the second Thursday of the month at 2:00 p.m. with exception of the February and November meetings. In February, the Board will meet in a special meeting on Thursday, February 18, to accommodate legally required public budget meetings. The November meeting will be held on Wednesday, November 10, to accommodate Veterans Day, which falls on the second Thursday in 2021.

COMMITTEE REPORT

**Special Committee on Racial Equity:** Trustee Wright, Chair of the Special Committee on Racial Equity, reported that its inaugural meeting was held on December 7, 2020, at which the Committee heard a presentation from staff on its Racial Equity Action Plan and discussed ideas for Trustees' racial equity work.

Chair Wright stated the Office of Racial Equity was created by legislation in July 2019 and has since enacted a citywide Racial Equity Framework. The Framework directs departments to develop and implement Racial Equity Action Plans. All City departments were required to submit their Plans to the Office of Racial Equity by December 31, 2020. Early reviews of the War Memorial draft Action Plan have been overwhelmingly positive.

Chair Wright further reported that the Racial Equity Action Plan development is a multi-phase process. This first phase is an internal review of the conditions, policies and procedures that affect War Memorial employees. Phase II will be conducted some time in 2022-23 and will have an external focus on War Memorial policies and procedures that impact the public.

Chair Wright noted that at the December meeting, the staff Racial Equity Team, which is co-facilitated by Jennifer Norris and Sharon Walton, War Memorial's Communications and Events Manager, presented an overview of War Memorial staff's Racial Equity Action Plan.

Chair Wright stated that Section 7 of the Racial Equity Framework focuses on Boards and Commissions and requires that the department:

- Ensure diverse and equitable Board membership that matches the community being served;
- Safeguard members so they feel welcomed and valued, not tokenized; and
- Establish departmental goals, such as raising awareness of the importance of Racial Equity in the arts.

At the meeting, several ideas were shared as possible next steps for the Committee including:

- Inviting stakeholders to present Racial Equity Reports at Trustee meetings;
- Surveying Trustees to gauge interest, knowledge, and priorities around Racial Equity;
- Having Trustees participate in Racial Equity trainings;
- Developing a Board Racial Equity Statement; and
- Developing a Board Racial Equity Assessment Tool to be applied to policies prior to their adoption.

As a first step, the Committee is suggesting adding Racial Equity Reports from stakeholders to the monthly agendas for regular meetings in 2021. Staff, working with President Horn and Chair Wright, will identify and invite specific licensees to make presentations to Trustees about their programs that focus on Racial Equity. The Board will hear the first of these Racial Equity reports at the February meeting.

Trustee Wright thanked committee members Trustees Levin, Lui and Wilsey, and ad Hoc members President Horn and Vice President Shultz, for their participation. Chair Wright said she thinks the Trustees will look forward to hearing the upcoming Racial Equity reports from War Memorial licensees and stakeholders.

Trustee Levin stated that he thinks having this Racial Equity committee at this time has never been more important than it is today. He further stated that staff has done a fantastic job in creating a plan and should be commended.

### **GOOD AND WELFARE**

Trustee Levin said that January is the fifth year since the passing of War Memorial Trustee Wilkes Bashford, who served as president of the War Memorial Board of Trustees, and the third year since the passing of Mayor Ed Lee. Trustee Levin stated these were good people who should be remembered.

### **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.

Paul Cox of American Legion War Memorial Commission said he wanted to congratulate the War Memorial Board of Trustees for taking care of business this past year during the COVID crisis. Mr. Cox said that John Caldon, Jennifer Norris, and the War Memorial staff have been wonderful in taking care of the Veterans Building and he wanted to express his gratitude for all of their work.

### **ADJOURNMENT**

There being no further business to come before the Board, President Horn adjourned the meeting at 2:30 p.m.

Jennifer E. Norris  
Executive Secretary