

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

**RENTAL REQUESTS: April 8, 2021**

**DAVIES SYMPHONY HALL**

San Francisco Symphony Tech and Video Capture	March 2021	\$28,870.00
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**WAR MEMORIAL OPERA HOUSE**

San Francisco Ballet Tech and Video Capture	March 2021	\$7,075.00
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**WILSEY CENTER**

San Francisco Opera Video Captures, Rehearsals & Trainings	February & March 2021	\$10,380.00
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New Century Chamber Orchestra Rehearsals	April 19-21, 2021	\$750.00
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**San Francisco War Memorial & Performing Arts Center  
Refund Requests: April 8, 2021**

<b>VENUE</b>	<b>LICENSEE</b>	<b>EVENT DATE(S)</b>	<b>AMOUNT</b>
Herbst Theatre	Civic Symphony Association of SF	6/13/2021 & 7/11/2021	\$ 1,550.00
Herbst Theatre	Drew School	5/28/2021	\$ 1,375.00
Herbst Theatre	SFUSD	6/1/2021 & 6/2/2021	\$ 500.00
Herbst Theatre	Chinese American International School	6/9/2021	\$ 250.00
Herbst Theatre	Fashion Institute of Design & Merchandising	6/18/2021	\$ 250.00
Herbst Theatre	French American International School	6/5/2021	\$ 250.00
<b>Herbst Theatre Total:</b>			<b>\$ 4,175.00</b>
Green Room	Drew School	5/28/2021	\$ 550.00
<b>Green Room Total:</b>			<b>\$ 550.00</b>
<b>Grand Total:</b>			<b>\$ 4,725.00</b>

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

REF.		FEB REVENUE	YEAR TO DATE	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>				
435511	Opera House	\$ 43,865.00	\$ 115,150.00	\$ 465,665.00
435512	Green Room		\$ 2,200.00	239,078.01
435521	Herbst Theatre	4,400.00	\$ 16,175.00	265,972.63
435531	Davies Symphony Hall	1,415.00	\$ 69,330.00	622,531.35
435542	Wilsey Center		\$ 7,180.00	134,545.00
462891	Zellerbach Rehearsal Hall		\$ 33,245.00	197,415.00
<b>OFFICE RENTAL</b>				
435519	San Francisco Opera (OH)	15,060.52	150,605.68	145,367.62
435519	San Francisco Ballet (OH)	2,611.38	26,113.80	24,648.20
435539	San Francisco Symphony (DSH)	15,170.40	136,532.80	128,871.00
435540	Veterans Bldg. Office Rent (SFO)	37,979.87	341,818.96	409,363.35
435540	Veterans Building Occupancy Fees	9,846.42	91,624.53	-
<b>FOOD/BEVERAGE CONCESSIONS</b>				
435611	Opera House	-	-	317,936.96
435611	Herbst Theatre	-	-	53,598.98
435631	Davies Symphony Hall	-	-	199,661.93
<b>PROGRAM CONCESSIONS</b>				
435612	Opera House	-	-	1,264.84
435612	Herbst Theatre	-	-	1,666.09
435632	Davies Symphony Hall	-	-	3,907.52
<b>OTHER</b>				
435232	Parking Fees	-	-	35,338.25
462899	Miscellaneous Revenue	136.00	1,417.00	178,240.37
<b>GROSS REVENUE</b>		<b>\$ 130,484.59</b>	<b>\$ 991,392.77</b>	<b>\$ 3,425,072.10</b>
	Less 15% War Memorial Reserve	(19,572.69)	(148,708.92)	
	Payment to War Memorial Commission	(2,500.00)	(26,845.00)	
<b>NET REVENUE</b>		<b>\$ 108,411.90</b>	<b>\$ 815,838.85</b>	<b>\$ 3,425,072.10</b>
<b>OTHER FUNDS</b>				
35614	Concessions Equipment Replacement	\$ -	\$ -	\$ 26,692.68

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

Account	DESCRIPTION	REVISED APPROPRIATION	YTD	
			ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,697,256	\$ 3,771,229	\$ 1,926,027
505010	Temporary Salaries	\$ 231,653	\$ 185,752	\$ 45,901
509010	Premium Pay	\$ 142,074	\$ 64,341	\$ 77,733
510210	One-Time Salaries Payments		\$ 57,301	\$ (57,301)
511010	Overtime	\$ 92,661	\$ 27,636	\$ 65,025
501070	Holiday	\$ 95,904	\$ 49,597	\$ 46,307
513000	Mandatory Fringe Benefits	\$ 3,396,524	\$ 2,331,347	\$ 1,065,177
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	\$ -	\$ 3,876	\$ (3,876)
527610	Systems Consulting	\$ 94,750	\$ 31,750	\$ 63,000
527990	Other Professional Services	\$ 9,550	\$ 5,738	\$ 3,812
528010	Scavenger Service	\$ 328,411	\$ 100,663	\$ 227,748
528030	Pest Control	\$ 36,828	\$ 34,144	\$ 2,684
528910	Elevator Service	\$ 254,398	\$ 251,849	\$ 2,549
528990	Other Building Maintenance Services	\$ 1,135,550	\$ 1,084,705	\$ 50,845
529110	Data/Word Processing Maintenance	\$ 18,060	\$ 3,109	\$ 14,951
529990	Other Equipment Maintenance	\$ 41,882	\$ 41,439	\$ 443
531000	Equipment Lease/Rental	\$ 17,456	\$ 10,840	\$ 6,617
535000	Other Current Expenses (535000-535990)	\$ 50,130	\$ 20,057	\$ 30,073
540000	Materials & Supplies	\$ 344,223	\$ 257,024	\$ 87,199
552110	Taxes (Community Benefit District)	\$ 262,715	\$ 165,504	\$ 97,211
552115	Sales Tax	\$ -	\$ 55	\$ (55)
552210	Fees, Licenses and Permits	\$ 26,800	\$ 51,408	\$ (24,608)
581051	PUC - Light, Heat and Power	\$ 844,410	\$ 409,072	\$ 435,338
581063	PUC - Sewer Service	\$ 120,113	\$ 28,681	\$ 91,431
581064	PUC - Water	\$ 121,360	\$ 31,811	\$ 89,550
581140	DT - Technology Projects	\$ 102,029	\$ -	\$ 102,029
581210	DT - Technology Infrastructure	\$ 147,498	\$ 110,624	\$ 36,875
581270	City Attorney - Legal Services	\$ 40,000	\$ 10,549	\$ 29,451
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	\$ 760,268	\$ 1,024,219
581450	DHR - Management Training	\$ 22,935	\$ -	\$ 22,935
581460	DHR - Workers Compensation	\$ 102,541	\$ 75,941	\$ 26,600
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>\$ 15,873,052</b>	<b>\$ 10,098,556</b>	<b>\$ 5,774,495</b>
14680	Facilities Maintenance	\$ 305,652	\$ 274,554	\$ 31,098
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	<b>GRAND TOTAL</b>	<b>\$ 16,178,704</b>	<b>\$ 10,373,110</b>	<b>\$ 5,805,594</b>
10000	Debt Service	\$ 9,253,577	\$ 8,868,602	\$ 384,975
14720	War Memorial Reserve	\$ 1,887,157	\$ 195,166	\$ 1,691,992
14700	Concessions Equip. Repl. Fund	\$ 78,186	\$ 27,266	\$ 50,920



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

**Thursday, March 11, 2021**

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, March 11, 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 Moscone, Trustee Myatt, Trustee Pelosi, Trustee Wilsey and Trustee Wright

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

**PRESIDENT'S REPORT**

President Horn congratulated Trustees Bechtle, Levin, Lui, Moscone, Pelosi, Shultz and Wilsey on their reappointment to the War Memorial Board of Trustees, noting that their Swearing-In took place just prior to today's meeting and was conducted virtually by Tyra Fennell, Director of Commissions for the Office of the Mayor.

President Horn provided an update on the Herbst Theatre. He stated that as with our resident companies, many of our licensees who call the Herbst Theatre their home have launched video recording projects to keep their audiences engaged. The Herbst has been the location of a variety of these projects, including a virtual presentation of last year's annual "San Francisco Music Day" and a presentation by the Consulate General of the Netherlands honoring last year's United Nations anniversary. Today, Philharmonia Baroque Orchestra is onstage at the Herbst recording a piece for its virtual "Salon Series." President Horn noted that these rentals contribute to the department's ability to meet earned revenue budget goals and they create work for stage crew and event staff. Though the War Memorial's small stages are still mostly quiet, these projects are a reminder of how instrumental the War Memorial is to San Francisco's performing arts community and to the City's economic recovery.

President Horn introduced Vallie Brown, newly appointed Director of Grants for the Arts. He noted Ms. Brown was appointed by City Administrator Carmen Chu and brings a wealth of experience to the role. She has served as a member of the Board of Supervisors, worked in the Office of Economic and Workforce Development, and was a Legislative Aide to then District 5 Supervisor London Breed. Prior to her work in the public sector, Ms. Brown was a working artist. President Horn congratulated Ms. Brown on her new position and asked her to say a few words to the War Memorial Board of Trustees.

Ms. Brown said that she is honored to have been appointed Director of Grants for the Arts. She thanked the Trustees for inviting her to speak and reported that her new office located in the Veterans Building is beautiful. She expressed excitement in welcoming staff back to the offices on a staggered schedule in keeping with current social distancing guidelines. Ms. Brown stated she had a great interest in supporting more equitable funding of the arts in San Francisco, noting that her political awakening was inspired by her work as an artist who received a grant from Grants of the Arts to fund work with the Boys and Girls Club in Hunters Point. Ms. Brown stated her belief that the arts are San Francisco's "economic ticket back post-pandemic" and reported that in her view many people choose to live in the City specifically to have access to its vast array of cultural offerings.

## MANAGING DIRECTOR'S REPORT

**Approval of Consent Agenda:** Director Caldon stated that items submitted on the Consent Agenda included: minutes of the February 18, 2021 special meeting of the Board; minutes of the February 18, 2021 meeting of the Budget and Finance Committee; Rental Requests and Rental Refund Requests for March 11, 2021. Mr. Caldon requested their approval. On motion of Trustee Pelosi, seconded by Trustee Moscone, the following resolution was unanimously adopted:

### RESOLUTION NO. 21-06

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the February 18, 2021 special meeting of the Board; the minutes of the February 18, 2021 meeting of the Budget and Finance Committee; Rental Requests and Rental Refund Requests for March 11, 2021, are hereby approved.

**Update on Reopening Timelines:** Director Caldon stated that with President Biden's announcement that all residents of the United States will have access to COVID-19 vaccination by July 2021, licensees are preparing for a return to live performances and events as early as mid-August or early September 2021. He reported that on Monday California added indoor performances to the list of activities to be permitted in its Yellow Tier of reopening, with guidance regarding audience sizes and social distancing protocols forthcoming.

**COVID Safety and Sanitation Preparations:** Director Caldon stated that the War Memorial is preparing for the safe reopening of its venues. This will involve developing protocols for surface cleaning and social distancing. Of special consideration will be air ventilation in both employee and public spaces within the venues. He noted that the War Memorial is working with Heating, Ventilation and Air Conditioning (HVAC) consultant Empowered to better understand our system capabilities and needed upgrades. The War Memorial has invested approximately \$100,000 in facility upgrades to ensure its HVAC systems are operating properly and with the recommended filtration in place. He noted that the Centers for Disease Control (CDC) recommends that there be three complete air changes in a given space between groups of users and that ventilation systems use air filters with specific standards regarding the size of particulate they can filter from the air. The War Memorial has facilitated meetings between Empowered, the California Department of Public Health (CDPH), San Francisco Ballet, San Francisco Opera and San Francisco Symphony, as well as doctors and workplaces hygienist contracted by licensees, to assist in providing expert guidance on resuming safe rehearsal and performance activities.

**Arts Economic Impact Report:** Director Caldon reported that the Bay Area Council Economic Institute published its report entitled "Arts and the Economy: The Economic and Social Impact of the Arts in San Francisco," which was commissioned by the War Memorial in partnership with Grants for the Arts, the San Francisco Arts Commission and SF Travel. This report, which demonstrates how the City's funding of its arts departments impacts the local economy, comes at an opportune time as we enter budget season. Director Caldon reminded Trustees, as reported at previous meetings, that in a typical year the War Memorial supports over 9,000 jobs and is directly connected to \$430 million in economic activity. The War Memorial campus is responsible for generating approximately 25 percent of the economic activity derived from City-funded nonprofit arts activity in San Francisco, which makes an excellent case for the City's continued investment in the department.

President Horn asked representatives of resident licensee organizations to provide a report if they so desired.

San Francisco Symphony's Chief Executive Officer, Mark Hanson, reported that the Symphony continues to create digital content in and around Davies Symphony Hall, and has yet to have a positive COVID test reported among their staff and musicians working in the buildings. The Symphony is planning for outdoor Summer concerts and preparing cautiously for a return to indoor performances at Davies Hall in late

September. Any announcement of Fall offerings will be delayed until June. Mr. Hanson noted that the Symphony is busy with advocacy alongside its partner organizations. While it is heartening to see that the federal government's American Rescue Plan legislation includes \$1.9 billion for arts organizations, there is concern that indoor venues such as movie theaters are now open in San Francisco but that the way forward for live performances remains unclear.

Kelly Tweeddale, Executive Director of the San Francisco Ballet, noted that on March 6, 2020, more than a year ago, the Ballet performed "A Midsummer Night's Dream," which was both its opening and closing night, as live performance at the War Memorial came to a close due to the pandemic. She expressed appreciation for the War Memorial in allowing the Ballet to create digital content on the stage with health and safety protocols in place. Ms. Tweeddale noted that unlike many ballet companies across the country, the San Francisco Ballet has remained in creative mode throughout the pandemic. She reported that San Francisco Ballet employees have completed the volunteer form to work at vaccination centers and provide community support, which they did early in the pandemic by providing an onsite food bank at the Ballet building. She noted that we can expect the recovery to be tricky for the arts, as their financial success is tenuous in the best of times.

General Director of the San Francisco Opera, Matthew Shilvock, shared his growing optimism of what can be done. The Opera is working to get art out in the world as soon as possible for the enjoyment of as many people as possible. He reported that the Opera has in the past several weeks been using the Atrium Theater to record its digital work. The Opera will be presenting live performances of its "Barber of Seville" for drive-in audiences at the Marin Center. It has been working closely with the Marin Health Officer to craft performance strategies that will allow for singing and a live orchestra. Mr. Shilvock reported that earlier in the day he and a group of local arts leaders met with Mayor Breed, who said she would urge the Department of Public Health to develop performance protocols with input from local arts organizations. The group emphasized to the Mayor the importance of reopening the City with excitement.

### SECRETARY'S REPORT

**Revenue, Appropriations, and Housekeeping Expenditures:** Assistant Managing Director Jennifer Norris requested approval of the Revenue, Appropriations and Housekeeping Expenditures Reports for February 28, 2021. On motion of Trustee Pelosi, seconded by Trustee Moscone, the following resolution was unanimously adopted:

#### RESOLUTION NO. 21-07

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the February 28, 2021 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

**CA Form 700 Statement of Economic Interest and Sunshine/Ethics Training Certification and Filing:** Ms. Norris stated that most of the Trustees have completed their annual filings of the California Form 700 Statement of Economic Interest and Sunshine/Ethics Training Certification. She reminded the Trustees, who had not yet done so that the Filing must be completed by April 1, 2021.

**Opera House Seating Update:** Ms. Norris gave an update on the Opera House Seat Replacement Project including photos of the work that has been completed. Ms. Norris reported that seat components have been installed in Dress Circle and Grand Tier and that most seating components for these sections will be installed by March 22, 2021. Floor preparation continues on the Orchestra Level with seat installation on this level scheduled to take place from March 29 through the month of April. Ms. Norris stated that the ADA Path of Travel Project, which was triggered by the Seat Replacement Project, has been awarded to a contractor and work is scheduled to begin on May 20, as there is a long lead time on the marble, tile and railings required to complete the work.

## REGULAR ITEMS

**Racial Equity Report:** President Horn stated that to continue the Board's current practice, which is based on the recommendation of the Special Committee on Racial Equity, Trustees will continue to receive regular informational reports from licensees about their racial equity work. Today the Board will hear a report from the San Francisco Symphony.

In advance of today's meeting, Trustees received a report entitled "Diversity, Equity and Inclusion (DEI) at the San Francisco Symphony." President Horn invited Elizabeth Shribman, Chief of Staff for the Symphony, to present the report.

Ms. Shribman stated that the Symphony began its DEI journey in early 2018. Over the course of the last two-plus years, the Symphony has focused its efforts primarily on internal culture change, capacity building and learning. The Symphony's DEI Plan comprises an aggregate of primary focus that emerged from stakeholder interviews, DEI Workgroup discussions, subgroup meetings, and formal and informal conversations. The DEI Plan detail is focused on longer-term growth and development.

Ms. Shribman stated that in January 2021, the Symphony launched eight DEI Plan Implementation Subgroups. Six of these subgroups are open to all volunteers across the Board, Orchestra, Staff and Chorus, and the workgroup continues to meet regularly.

The Symphony's DEI Plan is organized in several categories:

- Internal Processes and Accountability for the Board.
- Internal Processes and Accountability for the Orchestra.
- Internal Processes and Accountability for the Staff.
- Communications.
- Artistic Planning and Programming.
- Community.
- Learning and Development.

Ms. Shribman said that looking ahead, the Symphony will have many discussions, initiatives and projects running concurrently. Some immediate priorities include:

- Providing more learning and development opportunities for all constituent groups.
- Advancing racial justice by developing a plan for advancing racial equity within the organization.
- Building out increased ownership and engagement across the organization.
- Settling into a sustainable pattern of recurring meetings.

**PUBLIC COMMENT**

President Horn opened public comment by noting that 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.

**ADJOURNMENT**

There being no further business to come before the Board, President Horn adjourned the meeting at 3:10 p.m.

Jennifer E. Norris  
Executive Secretary

DRAFT