

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: AUGUST 13, 2020

DAVIES SYMPHONY HALL

San Francisco Symphony		
Outdoor 1:1 Concerts	July 16, 2020	\$260.00
	July 23, 2020	\$260.00
	August 6, 2020	\$260.00
	August 13, 2020	\$260.00
	August 20, 2020	\$260.00

HERBST THEATRE

InterMusic – SF		
Music Day/Week Capture for Broadcast	September 14 – September 18, 2020	\$3,300.00

San Francisco War Memorial & Performing Arts Center
Refund Requests: August 13, 2020

VENUE	LICENSEE	EVENT DATE(S)	AMOUNT
Davies Symphony Hall	San Francisco Symphony	May, 2020-June, 2020	\$ 36,500.00
Davies Hall Total:			\$ 36,500.00
Green Room	SF Opera	9/11/2020	\$ 525.00
Green Room	The Bar Association of SF	7/23/2020	\$ 1,100.00
Green Room	Merola Opera Program	8/22/2020	\$ 1,050.00
Green Room	John Hangasky & Erica Arueta	7/12/2020	\$ 3,100.00
Green Room	John Michael-Greenberg	7/30/2020	\$ 550.00
Green Room	SF Bicycle Coalition	7/29/2020	\$ 1,050.00
Green Room	Opera Parallele	10/6/2020	\$ 1,950.00
Green Room	Melissa Colmenares	7/11/2020	\$ 3,400.00
Green Room	GirlVentures	10/29/2020	\$ 525.00
Green Room	Alexandra Siliezar & Brian Parvizsnani	8/21/2020	\$ 3,100.00
Green Room	KAMSA	8/23/2020	\$ 1,050.00
Green Room	SF Performances	10/2/2020	\$ 1,250.00
Green Room	Gilbert Goodworth & Jose Hernandez	9/6/2020	\$ 3,100.00
Green Room	Lamplighters Music Theatre	10/11/2020	\$ 550.00
Green Room	SHE-CAN GLOBAL	10/17/2020	\$ 525.00
Green Room	Elizabeth Enriquez	9/5/2020	\$ 3,100.00
Green Room	Wajirat Foundation	11/7/2020	\$ 525.00
Green Room	Sara Tatman & Nick Wardle	9/4/2020	\$ 2,950.00
Green Room	Inter Music SF	10/4/2020	\$ 1,650.00
Green Room	Filipina Women's Network	9/23/2020	\$ 525.00
Green Room	ASCE SF Section	9/17/2020	\$ 525.00
Green Room	American Legion Cathay Post 384	9/19/2020	\$ 350.00
Green Room	La Raza Centro Legal	9/25/2020	\$ 550.00
Green Room	AIA San Francisco	10/28/2020	\$ 550.00
Green Room Total:			\$ 33,550.00
Herbst Theatre	Tutu School	7/19/2020	\$ -
Herbst Theatre	Abstraction Media	7/25/2020	\$ 2,600.00
Herbst Theatre	CIIS	9/16/2020	\$ 250.00
Herbst Theatre	KAMSA	8/23/2020	\$ 250.00
Herbst Theatre	Congregation Sha'ar Zahav	9/18,9/19,9/27,9/28/20	\$ 1,000.00
Herbst Theatre	Clif Bar	9/24/2020	\$ 2,600.00
Herbst Theatre	EXEM Entertainment	9/26/2020	\$ 250.00
Herbst Theatre	Earth Island Institute	10/13/2020	\$ 250.00
Herbst Theatre	SFJAZZ	10/14/2020	\$ 1,300.00
Herbst Theatre	Eclipse Production Studio	11/28/2020	\$ 2,600.00
Herbst Theatre	Equal Justice Society	9/17/2020	\$ 1,375.00
Herbst Theatre	Lamplighters Music Theater	10/11/2020	\$ 500.00
Herbst Theatre	SHE-CAN Global	10/17/2020	\$ 1,300.00
Herbst Theatre	Philharmonia Baroque Orchestra	7/6/2020	\$ 5,850.00
Herbst Theatre	Consulate General of the Republic of Korea	10/3/2020	\$ 250.00
Herbst Theatre	Filipina Women's Network	9/23/2020	\$ 250.00
Herbst Theatre	CAAM Center for ASIAN American Media	5/10/21-5/13/21	\$ 4,450.00
Herbst Theatre	Urban School	12/13/2020	\$ 250.00
Herbst Theatre	AIA San Francisco	10/28/2020	\$ 250.00
Herbst Theatre Total:			\$ 25,575.00
Opera House	Innovation Arts & Entertainment	11/16/2020	\$ 2,900.00
Opera House Total			\$ 2,900.00
Wilsey Center	San Francisco Opera Guild	7/6/20-7/24/20 9/14/20-10/3/20 & 12/18/20-	\$ 3,825.00
Wilsey Center	African American Shakespeare	12/20/20	\$ 3,500.00
Wilsey Center	CIDCI	10/8/20 & 10/9/20	\$ 750.00
Wilsey Center	Haruka Fujii	10/24/2020	\$ 250.00
Wilsey Center Total:			\$ 8,325.00
GRAND TOTAL:			\$ 106,850.00

San Francisco War Memorial
FY 2019-20 Revenue Report - June 30, 2020

REF.		JUNE REVENUE	YEAR TO DATE	LAST YEAR TO DATE
FACILITY RENTAL				
35511	Opera House	\$ -	\$ 426,720.00	\$ 653,711.90
35512	Green Room	-	224,205.01	313,205.00
35521	Herbst Theatre	-	206,278.63	407,524.39
35531	Davies Symphony Hall	-	519,826.35	750,902.05
35542	Wilsey Center	-	131,945.00	151,810.00
62891	Zellerbach Rehearsal Hall	22,930.00	211,555.00	294,195.00
OFFICE RENTAL				
35519	San Francisco Opera (OH)	14,215.28	159,582.90	165,725.20
35519	San Francisco Ballet (OH)	2,464.82	22,183.38	18,696.80
35539	San Francisco Symphony (DSH)	14,319.00	171,828.00	171,828.00
35540	Veterans Bldg. Office Rent	35,830.90	484,584.86	445,143.31
35540	Veterans Building Occupancy Fees	11,012.61	11,012.61	3,251.64
FOOD/BEVERAGE CONCESSIONS				
35611	Opera House	-	317,936.96	415,033.51
35611	Herbst Theatre	-	53,598.98	78,208.69
35631	Davies Symphony Hall	-	199,661.93	280,178.77
PROGRAM CONCESSIONS				
35612	Opera House	-	1,264.84	3,637.11
35612	Herbst Theatre	-	1,666.09	4,169.48
35632	Davies Symphony Hall	-	3,907.52	5,998.07
OTHER				
35232	Parking Fees	-	32,498.25	45,191.00
62899	Miscellaneous Revenue	-	185,944.82	264,305.17
GROSS REVENUE		\$ 100,772.61	\$ 3,366,201.13	\$ 4,472,715.09
	Less 15% War Memorial Reserve	(15,115.89)	(557,945.55)	(670,907.04)
	Payment to War Memorial Commission	(3,369.00)	(37,140.00)	(39,510.00)
NET REVENUE		\$ 82,287.72	\$ 2,771,115.58	\$ 3,762,298.05
OTHER FUNDS				
35614	Concessions Equipment Replacement	\$ -	\$ 26,692.68	\$ 37,196.63

San Francisco War Memorial
FY 2019-2020 Appropriations Report - June 30, 2020

OBJ	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 6,204,348	\$ 5,574,386	\$ 629,962
501010	Temporary Salaries	455,951	881,960	(426,009)
509010	Premium Pay	138,266	111,161	27,105
510210	One-Time Salaries Payments	-	29,851	(29,851)
511010	Overtime	163,952	232,039	(68,087)
501070	Holiday	93,111	77,385	15,726
513000	Mandatory Fringe Benefits	3,380,839	3,197,801	183,038
521030	Air Travel	3,842	547	3,295
521050	Non-Air Travel	7,640	5,974	1,666
522000	Training	11,520	775	10,745
523010	Auto Mileage	100	-	100
524010	Membership Dues	3,795	3,150	645
527090	Special Inspection & Testing Services	45,660	41,094	4,566
527610	Systems Consulting	56,550	25,031	31,519
527990	Other Professional Services	82,876	172,212	(89,336)
528010	Scavenger Service	295,553	206,176	89,376
528030	Pest Control	41,439	27,359	14,079
528050	Grounds Maintenance	-	27,460	(27,460)
528910	Elevator Service	261,951	265,764	(3,813)
528990	Other Building Maintenance Services	189,044	89,995	99,049
529110	Data/Word Processing Maintenance	19,200	2,230	16,970
529990	Other Equipment Maintenance	189,044	89,995	99,049
531000	Equipment Lease/Rental	17,122	9,524	7,598
535000	Other Current Expenses	24,193	17,547	6,646
540000	Materials & Supplies	313,657	248,000	65,657
552110	Taxes (Community Benefit District)	254,461	165,501	88,960
552115	Sales Tax	2,285	46,819	(44,534)
552210	Fees, Licenses and Permits	26,700	6,710	19,990
554610	Revolving Fund (Account Closed)	842,087	(400)	842,487
581051	PUC - Light, Heat and Power	842,087	780,675	61,412
581063	PUC - Sewer Service	107,200	91,287	15,913
581064	PUC - Water	121,800	82,040	39,760
581210	DTIS - ISD Services-Infrastructure	138,532	138,532	-
581270	City Attorney - Legal Services	60,000	28,256	31,744
581325	DTIS - Enterprise Agreement	3,469	3,199	270
581360	DTIS - Telephone Services	40,672	27,468	13,204
581410	GSA - Custodial Services	3,625,454	2,594,765	1,030,689
581450	DHR - Management Training	3,080		3,080
581460	DHR - Workers Compensation	92,619	29,214	63,405
581570	DPH - Medical Services/Training	20,290	2,886	17,404
581580	DPH - Toxic Waste & Haz. Mat Svcs.	11,799	4,721	7,078
581820	Purchasing - Reproduction	14,091	3,397	10,694
581880	Rec. Park - Gardener Services	180,932	174,686	6,246
	TOTAL OPERATING	\$ 17,561,559	\$ 15,517,173	\$ 2,870,038
067AAP	Facilities Maintenance	\$ 599,471	\$ 728,262	\$ (128,791)
067ACP	Capital Improvements	650,000	301,336	348,664
067ACP	Capital Equipment	-		-
	GRAND TOTAL	\$ 18,529,928	\$ 16,546,771	\$ 3,089,910
570000	Debt Service	\$ 9,357,476	\$ 9,283,185	\$ 74,291
	War Memorial Reserve	\$ 2,546,445	\$ 895,892	\$ 1,650,553
	Concessions Equip. Repl. Fund	\$ 105,749	\$ 68,042	\$ 37,706

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San Francisco War Memorial
FY 2020-21 Revenue Report - July 31, 2020

REF.		JULY REVENUE	YEAR TO DATE	LAST YEAR TO DATE
FACILITY RENTAL				
35511	Opera House	\$ 6,725.00	\$ -	\$ 124,305.00
35512	Green Room	1,100.00	-	149,481.01
35521	Herbst Theatre	1,625.00	-	160,400.00
35531	Davies Symphony Hall	-	-	123,465.00
35542	Wilsey Center	5,530.00	-	65,200.00
62891	Zellerbach Rehearsal Hall	-	-	61,440.00
OFFICE RENTAL				
35519	San Francisco Opera (OH)	15,060.52	-	28,430.56
35519	San Francisco Ballet (OH)	6,725.00	-	4,929.64
35539	San Francisco Symphony (DSH)	15,170.40	-	14,319.00
35540	Veterans Bldg. Office Rent	37,979.87	-	82,576.91
35540	Veterans Building Occupancy Fees	11,130.27	-	0.00
FOOD/BEVERAGE CONCESSIONS				
35611	Opera House	-	-	63,791.61
35611	Herbst Theatre	-	-	11,077.91
35631	Davies Symphony Hall	-	-	15,009.22
PROGRAM CONCESSIONS				
35612	Opera House	-	-	1,078.09
35612	Herbst Theatre	-	-	361.67
35632	Davies Symphony Hall	-	-	-
OTHER				
35232	Parking Fees	-	-	6,558.75
62899	Miscellaneous Revenue	-	-	19,544.82
GROSS REVENUE		\$ 101,046.06	\$ 0.00	\$ 931,969.19
	Less 15% War Memorial Reserve	<15,156.91>	<15,156.91>	<15,156.91>
	Payment to War Memorial Commission	<3,369.00>	<3,369.00>	<3,369.00>
NET REVENUE		\$ 82,520.15	\$ <18,525.91>	\$ 850,419.55
OTHER FUNDS				
35614	Concessions Equipment Replacement	\$ -	\$ -	\$ 4,306.73

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

OBJ	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,610,632	\$ 343,416	\$ 5,267,216
501010	Temporary Salaries	231,653	18,616	213,037
509010	Premium Pay	142,074	6,344	135,730
510210	One-Time Salaries Payments		28,001	(28,001)
511010	Overtime	92,661	8,231	84,430
501070	Holiday	95,904	5,573	90,331
513000	Mandatory Fringe Benefits	3,370,681	185,857	3,184,824
521030	Air Travel	-	-	-
521050	Non-Air Travel	-	-	-
522000	Training	12,600	-	12,600
523010	Auto Mileage	100	-	100
524010	Membership Dues	3,795	-	3,795
527090	Special Inspection & Testing Services	-	-	-
527610	Systems Consulting	88,000	-	88,000
527990	Other Professional Services	6,750	-	6,750
528010	Scavenger Service	310,000	-	310,000
528030	Pest Control	38,825	-	38,825
528910	Elevator Service	225,096	-	225,096
528990	Other Building Maintenance Services	1,062,071	-	1,062,071
529110	Data/Word Processing Maintenance	15,000	-	15,000
529990	Other Equipment Maintenance	28,000	-	28,000
531000	Equipment Lease/Rental	15,725	951	14,774
535000	Other Current Expenses	47,890	-	47,890
540000	Materials & Supplies	278,657	9,004	269,653
552110	Taxes (Community Benefit District)	173,741	-	173,741
552115	Sales Tax	-	-	-
552210	Fees, Licenses and Permits	26,800	-	26,800
581051	PUC - Light, Heat and Power	844,410	-	844,410
581063	PUC - Sewer Service	104,200	-	104,200
581064	PUC - Water	92,400	-	92,400
581210	DTIS - ISD Services-Infrastructure	147,498	-	147,498
581270	City Attorney - Legal Services	100,000	-	100,000
581325	DTIS - Enterprise Agreement	3,793	-	3,793
581360	DTIS - Telephone Services	24,601	-	24,601
581410	GSA - Custodial Services	1,729,859	-	1,729,859
581450	DHR - Management Training	19,855	-	19,855
581460	DHR - Workers Compensation	40,619	-	40,619
581570	DPH - Medical Services/Training	20,856	-	20,856
581580	DPH - Toxic Waste & Haz. Mat Svcs.	7,980	-	7,980
581820	Purchasing - Reproduction	8,500	-	8,500
581880	Rec. Park - Gardener Services	180,932	-	180,932
	TOTAL OPERATING	\$ 15,202,158	\$ 605,992	\$ 14,596,166
067AAP	Facilities Maintenance	\$ 252,631	\$ -	\$ 252,631
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	GRAND TOTAL	\$ 15,454,789	\$ 605,992	\$ 14,848,797
570000	Debt Service	\$ 9,253,577		\$ 9,253,577
	War Memorial Reserve	\$ 2,218,082	\$ 8,963	\$ 2,209,119
	Concessions Equip. Repl. Fund	\$ 90,215	\$ -	\$ 90,215

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August 6, 2020

War Memorial Board of Trustees
401 Van Ness Avenue, Room 110
San Francisco, CA 94102

Dear Trustees,

We are writing to respectfully request approval to spend all facility fee funds currently treasured by the San Francisco Ballet and San Francisco Opera for the War Memorial Opera House seating replacement.

Expenditures of funds will cover the costs of general management, implementation of final design, manufacture, construction, and installation of replacement seating for the War Memorial Opera House auditorium in its Orchestra, Grand Tier and Dress Circle levels.

This final phase of the seating replacement will build on the success of the Balcony level seating replacement. The current phase of the project is being managed by the Shalleck Collaborative, with seating design and fabrication by DuCharme. If this request is approved, the Ballet and Opera intend to move forward with contracting Bevilacqua and Sons, Inc., as general contractor.

The current estimated project budget, facility fee funds treasured, and estimated shortfall are as follows:

- Total Estimated Project Budget: \$3,530,000
- Total Facility Fee Funds treasured by San Francisco Ballet: \$1,873,891
- Total Facility Fee Funds treasured by San Francisco Opera: \$1,339,655
- Estimated Shortfall: \$316,454

The Ballet and Opera are in positive negotiations to secure an advance to cover the above referenced budget shortfall, which will be reimbursed from facility fee funds following the reopening of the War Memorial Opera House and resumption of collection of facility fees from patrons.

The seating replacement project will trigger required ADA upgrades to lobby spaces and restrooms. This work falls outside the scope of the project, and will be managed and funded separately.

Aspects of the seating, floor, subfloor and covering are still under development, and costs may change as the design evolves. Likewise, disruptions or significant changes to the construction and installation schedule, or changes in chair quantity and layout, may alter the total contract amount. The project management team will continue to look for opportunities to reduce costs while delivering a significant improvement to the audience experience.

We are excited to complete this important project, which will have a positive impact on the patron experience not just for our companies, but for all War Memorial licensees that use the War Memorial Opera House for generations to come.

We appreciate your kind consideration of this request.

Sincerely,

A handwritten signature in cursive script, reading "Kelly Tweeddale".

Kelly Tweeddale
Executive Director
San Francisco Ballet

A handwritten signature in cursive script, reading "Matthew Shilvock".

Matthew Shilvock
General Director
San Francisco Opera

FAQ Regarding Consent Agenda

Q: What is a "Consent Agenda" and how will it make our meetings go faster?

At every board meeting, at least a few items come to the agenda that do not need any discussion or debate either because they are routine procedures or are already unanimous consent. A consent agenda (Roberts Rules of Order calls it a consent calendar) allows the board to approve all these items together without discussion or individual motions. Depending upon the organization, this can free up anywhere from a few minutes to a half hour for more substantial discussion.

What belongs on the consent agenda?

Typical consent agenda items are routine, procedural decisions, and decisions that are likely to be noncontroversial. Examples include:

- Approval of the minutes;
- Final approval of proposals or reports that the board has been dealing with for some time and all members are familiar with the implications;
- Routine matters such as appointments to committees;
- Staff appointments requiring board confirmation;
- Reports provided for information only;
- Correspondence requiring no action.

How are items on a consent agenda handled?

A consent agenda can only work if the reports and other matters for the meeting agenda are known in advance and distributed with agenda package in sufficient time to be read by all members prior to the meeting. A typical procedure is as follows:

1. When preparing the meeting agenda, the president or chairperson determines whether an item belongs on the consent agenda.
2. The president prepares a numbered list of the consent items as part of, or as an attachment to the meeting agenda.
3. The list and supporting documents are included in the board's agenda package in sufficient time to be read by all members prior to the meeting.
4. At the beginning of the meeting, the chair asks members what items they wish to be removed from the consent agenda and discussed individually.
5. If any member requests that an item be removed from the consent agenda, it must be removed. Members may request that an item be removed for any reason. They may wish, for example, to discuss the item, to query the item, or to register a vote against the item.
6. Once it has been removed, the chair can decide whether to take up the matter immediately or place it on the regular meeting agenda.
7. When there are no more items to be removed, the chair or secretary reads out the numbers of the remaining consent items. Then the chair states: "If there is no objection, these items will be adopted." After pausing for any objections, the chair states "As there are no objections, these items are adopted." It is not necessary to ask for a show of hands.
8. When preparing the minutes, the Secretary includes the full text of the resolutions, reports or recommendations that were adopted as part of the consent agenda.

How to start using a consent agenda

In order to start using a consent agenda, the board should first adopt a rule of order allowing for the consent agenda process.

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING

Thursday, June 11, 2020

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session at 2:20 p.m. on Thursday, June 11, 2020, 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 and Trustee Wilsey

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

PRESIDENT'S REPORT

President Horn stated that City Boards and Commissions have been directed by the Mayor's Office to be efficient when meeting during the pandemic, and to prioritize matters most important to the continued operation of departments.

President Horn said that he will request the approval of Minutes, Rental Requests, Rental Refund Requests, and the Secretary's Reports as a consent agenda at the end of the meeting.

President Horn stated that when holding remote meetings the Board is now required to take roll-call votes for each item, and he requested that Board Secretary Jennifer Norris take a roll-call vote following motions for each item on the agenda.

Resolution Honoring Belva Davis:

President Horn said it was with personal sadness that he announce the resignation of Belva Davis from the War Memorial Board of Trustees, which became effective in late May.

President Horn stated that Belva has been a monumental presence in San Francisco for decades, and that she has contributed so much to San Francisco and the region as a groundbreaking journalist and television broadcaster.

President Horn submitted to the War Memorial Board of Trustees a resolution honoring Belva Davis for her service to the War Memorial and a lifetime of achievement.

Whereas, Belva Davis has served the San Francisco War Memorial and Performing Arts Center with distinction for thirteen years, from 2007 to 2020, having been appointed by Mayor Gavin Newsom, Mayor Edwin M. Lee, and Mayor London N. Breed; and

Whereas, Belva Davis made her mark as the first African American broadcaster on the West Coast, winning eight Emmy Awards, and being recognized by the American Women in Radio and Television and the National Association of Black Journalists; and

Whereas, Belva Davis has served the community as a Trustee of the Corporation of the Fine Arts Museums of San Francisco, a Director Emeritus of the Museum of the African Diaspora, a Director of the American Federation of Television and Radio Artists, and a Director of the Institute on Aging; and

- Whereas,* Belva Davis served on all four War Memorial Board standing committees at one time or another, and served as Chair of the War Memorial Board of Trustees Budget and Finance Committee for four years; and
- Whereas,* Belva Davis served as a member of the special Veterans Building Project Committee, which oversaw the Veterans Building Life Safety and Seismic Improvement Project that preserved for the enjoyment of future generations the War Memorial Veterans Building; and
- Whereas,* Belva Davis has been dedicated to championing the important role of Veterans in society and in particular at the San Francisco War Memorial and Performing Arts Center; now Therefore Be It
- Resolved,* By the Board of Trustees of the War Memorial of San Francisco to hereby thank and commend Belva Davis for her spirit of service, energetic support, and dedication to the San Francisco War Memorial and Performing Arts Center and the City and County of San Francisco, and extend to her heartfelt best wishes on the occasion of her resignation from the War Memorial Board of Trustees.

On motion of President Horn, seconded by Trustee Moscone, the following resolution was adopted after a unanimous roll call vote.

RESOLUTION NO. 20-25

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that a resolution honoring Belva Davis for her service to the War Memorial and a lifetime of achievement is hereby approved.

Commemoration of the 75th Anniversary of the Signing of the UN Charter:

President Horn stated that in 1945, with the world in its sixth year of global war, the focal point was San Francisco and the War Memorial Opera House and Veterans Building, which served as the birthplace of the United Nations. He further stated that most of the plenary sessions of the Conference took place in the War Memorial Opera House, but it was on the stage of the Veterans Auditorium, now the Herbst Theatre, that President Truman and other heads of state signed the United Nations Charter on June 26, 1945, during what at the time was the largest international gathering to ever take place

President Horn said that typically the War Memorial would host an event, but unfortunately, due to the current COVID-19 closures, we are unable to come together to celebrate. He invited Charlotte Shultz, Vice President of the War Memorial Board of Trustees, and Chief of Protocol for both the State of California and the City and County of San Francisco, to share a few words.

Vice President Shultz stated that she first became involved with the United Nations Celebrations during the 20th Anniversary, and has had the opportunity and pleasure of being involved with the 25th, 30th, 35th, 40th, 45th and 50th United Nations Celebrations. She shared that this year's celebration would be online by video, and that she hopes everyone will watch it. She also said everyone is proud of the beautiful buildings here at the San Francisco War Memorial and Performing Arts Center, and proud of the City and County of San Francisco.

Resident Company Update:

President Horn stated that our resident companies continue to be impacted by the COVID-19 closures. He again invited the leadership of the San Francisco Ballet, San Francisco Opera and San Francisco Symphony to update the War Memorial Board on the status of their respective organizations.

Kelly Tweeddale, Executive Director of the San Francisco Ballet, thanked War Memorial staff for making it possible for the San Francisco Ballet to have a safe load-out of equipment from the War Memorial Opera House. Ms. Tweeddale reported that the Ballet's concerns are its finances, and returning dancers to training and company class. She said the Ballet plans to announce a new season called "A Leap of Faith," which will be performed either digitally, physically, or both.

Matthew Shilvock, General Director of the San Francisco Opera, noted the Opera's Summer Season would have opened tomorrow, and that it is sad to see the season lost. Mr. Shilvock stated that although the Opera does not have an announcement about the fall season, at this time he thinks it is likely it will be canceled. He said canceling the fall season would be a financial catastrophe for the San Francisco Opera. Mr. Shilvock stated that the Opera opened its Scene Shop in Burlingame a few weeks ago, and they are active in digital content and keeping people connected to the Opera through streaming content or live content presented outdoors.

Mark Hanson, Executive Director of the San Francisco Symphony, stated that the San Francisco Symphony is restructuring its Administrative Team and making re-entry plans, which will allow the San Francisco Symphony to perform digital concerts for current audiences and to hopefully attract new audiences. Mr. Hanson said that the Symphony is in the midst of a month-long digital celebration of Music Director Michael Tilson Thomas' 25-year tenure with the San Francisco Symphony. Mr. Hanson noted the Symphony looks forward to performing solo and small ensembles in War Memorial spaces once it has an approved health plan.

MANAGING DIRECTOR'S REPORT

Recovery Efforts and Safety Planning:

Director Caldon stated that War Memorial staff continues to support the City's response efforts with 15 employees working as Disaster Service Workers at the Emergency Operations Center, General Hospital, and the City's temporary residential hotels. Staff is also working directly with our resident companies to design and implement safety plans so that work in the buildings may resume. He thanked Assistant Managing Director Jennifer Norris for leading the effort to facilitate the safe reopening of shops and resumption of load-out activity.

Director Caldon said he is also working to play an active role in the City's reopening plans for public assembly venues. City Administrator Naomi Kelly named him to a Large Venue Reopening Working Group, which is collaborating on guidelines to be proposed to the Department of Public Health for the reopening of both publicly and privately held venues, such as the War Memorial, Broadway SF, Oracle Stadium, and the Chase Center.

Staff Change:

Christopher Muyo, War Memorial Chief Financial Officer, announced he has accepted a new position as Chief Administrative Officer of Enrollment Management at the University of California, Davis. He thanked the War Memorial Board of Trustees for their support during his tenure.

SECRETARY'S REPORT

Update on the War Memorial Opera House Seating Project:

Assistant Managing Director Norris reminded Trustees that at the April 2020 meeting they voted to not proceed with the Opera House Seat Project during May 2021 and July 2021 in hopes that the time could be used for performances should reopening venues be permitted. She reported that in the past several weeks she has been meeting with various consultants to ascertain if it is possible to replace the War Memorial Opera House Orchestra, Grand Tier and Dress Circle seats during this extended closure of the Opera House.

Ms. Norris stated three different seat samples have been ordered and arrangements will be made for Trustees to review the samples once they arrive. She further stated that she is working with the Department of Public Works' Bureau of Architecture on ADA upgrades that will be required as part of the seat replacement project. Ms. Norris said that she met with a carpet consultant who stated the carpet is in good condition, and that she has a back-up plan to reupholster seat bottoms only if the Opera House reopens sooner than anticipated, which might leave insufficient time for a full seat replacement project.

COMMITTEE REPORT

War Memorial Revised Departmental Budget for Fiscal Years 2020-20 and 2021-22:

Trustee Lui, Chair of the Budget and Finance Committee, stated that earlier today, June 11, 2020 at 1:30 p.m., the Budget and Finance Committee met to consider the War Memorial Revised Departmental Budget for Fiscal Years 2020-21 and 2021-22.

Chair Lui stated that the Committee reviewed staff's Proposed War Memorial Revised Departmental Budget for Fiscal Years 2020-21 and 2021-22, including revenue and expenditures, operating costs, debt service, facilities maintenance, and capital budgets. These proposals are significantly different than the budget approved in February 2020. Staff has revised the budget to compensate for revenue losses related to the ongoing closure of War Memorial facilities to prevent the spread of COVID-19. Chair Lui reported that the Budget Committee agreed the Budget was prudent and conservative, and recommended its approval by the full Board.

On motion of Trustee Lui, seconded by Trustee Moscone, the War Memorial Proposed Revised Departmental budget for Fiscal Years 2020-21 and 2021-22 was unanimously approved.

RESOLUTION NO. 20-26

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the War Memorial Revised Departmental budget for Fiscal Years 2020-21 and 2021-22 is hereby approved.

Approval of Minutes of April 23, 2020, Rental Requests, Rental Refunds, and the April and May Revenue, Appropriations and Housekeeping Expenditure Reports:

President Horn asked for a motion to approve as submitted: the minutes of the April 23, 2020 regular meeting of the Board; Rental Requests for June 11, 2020; Rental Refund Requests for June 11, 2020; and the April 30 and May 31, 2020 Revenue, Appropriations and Housekeeping Expenditures Reports.

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

RESOLUTION NO. 20-27

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the April 23, 2020 regular meeting of the Board; Rental Requests for June 11, 2020; Rental Refund Requests for June 11, 2020; and the April 30 and May 31, 2020 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

GOOD AND WELFARE

Trustee Pelosi complimented the Budget Committee for doing a "great job," and said that Director Caldon made an excellent presentation of the budget to the War Memorial Trustees.

Trustee Levin stated that with everything that has been going on, Memorial Day went by without any celebrations for American soldiers. Trustee Levin requested that today the War Memorial Board adjourn the meeting in honor of the one million Americans that were killed in wars while serving in the American Armed Forces of the United States.

Trustee Myatt said that the World War II Committee partnered with the Academy of Art University to work on eight banners commemorating World War II and the founding of the United Nations. Trustee Myatt said he hopes the Committee can bring the banners before the War Memorial Board before the anniversary of V-J Day so the banners can be posted in the Veterans Building.

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 the 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, 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 days.

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 in honor of the one million Americans that were killed in wars while serving in the American Armed Forces of the United States at 3:15 p.m.

Jennifer E. Norris
Executive Secretary

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
BUDGET AND FINANCE COMMITTEE MEETING

Thursday, June 11, 2020

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 Thursday, June 11, 2020, Chair Lui presiding.

ROLL CALL

Committee Members Present: Chair Lui, Vice-chair Wilsey, Trustee Moscone, Trustee Myatt, President Horn, *Ex officio*

Non-Committee Members Present: Trustee Bechtle, Trustee Gatti, Trustee Levin and Trustee Pelosi

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

War Memorial Revised Departmental Budget for Fiscal Years 2020-21 and 2021-22:

Chair Lui stated that in order to slow the spread of COVID-19, large sectors of the economy have been closed, including performing arts venues such as the War Memorial. This has resulted in significant decreases in tax collection and other City revenues. So that the Mayor may submit a balanced budget to the Board of Supervisors, Mayor Breed has instructed all City departments to revise and re-submit their departmental budgets. Chair Lui said that today the Budget and Finance Committee will consider the revised proposed departmental budget drafted by War Memorial Staff.

Chair Lui said that staff is not recommending any changes to the rental rates approved by the Budget Committee and the full Board on February 13, 2020, therefore rental rates will not be considered at the meeting today.

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

Director Caldon noted that the budget is based on significant assumptions about when public health officials will allow performing arts venues to reopen. To contextualize staff's proposed budget, Director Caldon reviewed with the Committee the War Memorial's historic mission: "The San Francisco War Memorial and Performing Arts Center manages, operates, and maintains safe, accessible, world-class venues to promote cultural, educational and entertainment opportunities in a cost-effective manner for the enjoyment of the public, while best serving the purposes and beneficiaries of the War Memorial Trust."

Director Caldon stated he felt it was useful to reframe the department's mission during the COVID-19 pandemic to more accurately reflect our support of the City's current needs. This temporary mission is: "The San Francisco War Memorial & Performing Arts Center supports the City's COVID-19 efforts by deploying staff as Disaster Service Workers, 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 explained that in order to project earned revenues, he estimated a reopening timeline based on the stages of reopening as defined by Governor Newsom and the Department of Public Health. Staff is projecting The Green Room might reopen as early as April 2021, but that fixed-seat venues will not reopen for 18-24 months, with performances possibly resuming in December 2021. Based on these assumptions, staff used percentages to estimate revenue, starting with 25% capacity in the fourth quarter of Fiscal Year 2021-22, and expanding by 10-15% each quarter until average rental volumes are regained in Fiscal Year 2022-23.

Director Caldon said that as a Special Fund Department, the War Memorial is not subject to the 10% target cut for General Fund departments, but must offset earned revenue losses projected to be \$2.8 million in Fiscal Year 2020-21 and \$1.8 million in Fiscal Year 2021-22. Savings are being realized through attrition by holding vacant 11.35 full-time positions, as well as operational savings made possible by the closures, including a reduction in the work order for custodial service from the Real Estate Division and reduced utility costs.

Director Caldon noted that General Fund operating support is currently not decreasing. The budget also reflects funding levels of \$2.7 million in Fiscal Year 2020-21 and \$4.4 million in Fiscal Year 2021-22 from the Capital Planning Committee for replacement of Davies Symphony Hall passenger elevators and the War Memorial Opera House mansard roof.

Director Caldon stated that War Memorial Fund Balance revenue reflects the use of unappropriated funds accrued from prior year revenue overages and expenditure savings, including \$750,000 of Fund Balance to be used in Fiscal Year 2020-21 and \$750,000 to be used in Fiscal Year 2021-22.

Following discussion, on motion of Trustee Pelosi, seconded by Trustee Moscone, the following recommendation was adopted after a unanimous roll call vote of Committee members:

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it approve staff's proposed revised War Memorial Departmental Budget Requests for Fiscal Years 2020-21 and 2021-22.

PUBLIC COMMENT

Chair Lui called for public comment on items within the jurisdiction of the Budget and Finance Committee of the Board of Trustees, but not on the agenda.

Andrew Dubowski, Senior Director of Operations for the San Francisco Symphony, requested that the Davies Hall Elevator Replacement Project be fast-tracked during the building closure if possible.

There being no further public comment, Chair Lui closed public comment.

ADJOURNMENT

There being no further business, Chair Lui adjourned the meeting at 2:20 p.m.

Jennifer E. Norris
Executive Secretary