

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

**RENTAL REQUESTS: June 10, 2021**

**DAVIES SYMPHONY HALL**

San Francisco Symphony		
July 2021		\$12,960.00
August 2021		\$6,150.00
Rehearsals and performances for July and August.		

**WAR MEMORIAL OPERA HOUSE**

San Francisco Opera		
Tech and Packing	May 2021	\$7,075.00

**HERBST THEATRE**

American Bach Soloists		\$5,500.00
Baroque Summer Festival	August 1, 6 & 7, 2021	
New Year's Eve Concert	December 31, 2021	
UCSF School of Medicine	August 8, 2021	\$1,375.00
White Coat Ceremony		
San Francisco Performances		\$58,800.00
Alexander String Quartet w/ R. Greenberg	September 5 & 11, 2021	
Concert	September 26, 2021	
Catalyst Quartet w/ Stewart Goodyear	October 7, 2021	
Theo Bleckmann	October 20, 2021	
Brooklyn Rider w/ Nicholas Phan	October 21, 2021	
Jennifer Koh w/ Misty Mazzoli	October 23, 2021	
Jan Lisiecki	October 27, 2021	
Dover Quartet w/ Davone Tynes	November 9, 2021	
Catalyst Quartet w/ Anthony McGill	November 11, 2021	
Gift Concert	November 16, 2021	
Castalian Quartet	November 17, 2021	
Jonathan Biss	December 11, 2021	
Golda Schultz	January 21, 2022	
Alexander String Quartet w/ R. Greenberg	January 22, 2022	
Alexander String Quartet w/ R. Greenberg	January 29, 2022	
Steven Isserlis	January 29, 2022	
Andrew Tyson	January 30, 2022	
Catalyst Quartet w/ Dashon Burton	February 11, 2022	
Dublin Guitar Quartet	February 12, 2022	
Alexander String Quartet w/ R. Greenberg	February 19, 2022	
Alexander String Quartet w/ R. Greenberg	March 5, 2022	
Isata Kanneh-Mason	March 7, 2022	
Alexander String Quartet w/ R. Greenberg	March 12, 2022	
Brooklyn Rider w/ Avi Avital	March 12, 2022	
Gift Concert	March 15, 2022	
Mark Padmore & Ethan Iverson	March 16, 2022	

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San Francisco Performances (continued)		
Takacs Quartet w/ Julien Labro	March 17, 2022	
Pavel Haas Quartet	March 18, 2022	
Ukelele Orchestra of Great Britain	March 24, 2022	
Ilker Arcayurek	April 1, 2022	
David Russell	April 2, 2022	
Ebene Quartet	April 5, 2022	
Catalyst Quartet w/ Michelle Cann	April 7, 2022	
The Romeros w/ Isabel Leonard	April 8, 2022	
Mathias Goerne & Seong-Jin Cho	April 9, 2022	
Sean Jones "Dizzy Spells"	April 15, 2022	
Alexander String Quartet w/ R. Greenberg	April 30, 2022	
Jerusalem Quartet	May 5, 2022	
Emerson String Quartet	May 6, 2022	
Richard Goode	May 7, 2022	
Angelika Kirschlager & Julius Drake	May 12, 2022	
OMNI Foundation for the Performing Arts Yamandu Costa	October 8, 2021	\$1,375.00
Sarah Ciccaglione Vocal Recital	October 9, 2021	\$2,750.00
Philharmonia Baroque Orchestra		\$17,050.00
Rehearsals & Concert	October 11-14, 2021	
Concert	November 12, 2021	
Rehearsals & Concert	December 6-9, 2021	
Gala Concert	February 4, 2022	
Rehearsals & Concert	February 8-10, 2022	
Concert	March 11, 2022	
Lamplighters Music Theatre Annual Champagne Gala	October 16 & 17, 2021	\$2,475.00
San Francisco Chamber Orchestra		\$5,500.00
Concert	October 22, 2021	
Concert	January 2, 2022	
Concert	February 25, 2022	
Concert	April 22, 2022	
San Francisco Civic Music Association		\$11,000.00
Civic Symphony Concert	October 24, 2021	
Mozart to Mendelssohn	November 14, 2021	
Civic Symphony Concert	February 6, 2022	
Mozart to Mendelssohn	March 6, 2022	
Civic Symphony Concert	April 10, 2022	
Mozart to Mendelssohn	May 1, 2022	
Civic Symphony Concert	June 5, 2022	
Mozart to Mendelssohn	July 3, 2022	

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**RENTAL REQUESTS: June 10, 2021**

Golden Gate Symphony Orchestra & Chorus		\$5,500.00
Concert	November 7, 2021	
Sing-it-Yourself-Messiah	December 13, 2021	
Concert	February 27, 2022	
Concert	May 22, 2022	
SHE-CAN	November 13, 2021	\$1,375.00
Annual Gala		
San Francisco High School of the Arts		\$2,750.00
Winter Student Dance Concert	December 2, 2021	
Spring Student Dance Concert	June 3, 2022	
San Francisco Philharmonic	December 3, 2021	\$1,375.00
Concert		
San Francisco Opera Center	December 10, 2021	\$1,375.00
Adler Concert		
Urban School of San Francisco		\$2,750.00
Winter Concert	December 12, 2021	
Spring Concert	May 15, 2022	
African-American Shakespeare Company	December 14-24, 2021	exact rental cost TBD
Cinderella (specific performance schedule TBD)		
Cherry Orchard Festival Foundation	February 5, 2022	\$1,375.00
Konstantin Khabensky & Alexander Tsyarkin 'THE BEST'		
Chamber Music San Francisco		\$13,750.00
Notos Quartet	February 13, 2022	
Alisa Weilerstein	February 17, 2022	
Bennewitz Quartet	February 26, 2022	
Anderson & Roe Piano Duo	March 5, 2022	
Midori	March 19, 2022	
Mischa Maisky	March 23, 2022	
Rafal Blechacz	April 3, 2022	
Alexander Gavrylyuk	April 12, 2022	
Emanuel Ax	April 24, 2022	
Brandenberg Concertos	May 8, 2022	
InterMusic SF	March 20, 2022	\$1,375.00
SF Music Day		
Synergy School	March 30 & 31, 2022	\$2,475.00
Spring Concert		
AIA San Francisco	April 28, 2022	\$1,375.00
Design Awards Ceremony		

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

**RENTAL REQUESTS: June 10, 2021**

Drew School Graduation Ceremony	June 2, 2022	\$1,375.00
French American International School Graduation Ceremony & Reception	June 4, 2022	\$2,750.00
Star Dance Studio Annual Dance Concerts	June 9-11, 2022	\$3,850.00
Tutu School Student Dance Recitals	June 12, 2022	\$1,375.00

**WILSEY CENTER**

Circus Center Annual Gala	October 8 & 9, 2021	\$1,750.00
Other Minds Other Minds Festival Concert	October 13-17, 2021 December 18, 2021	\$5,950.00
San Francisco Performances "Lyra" with Post:Ballet and Living Earth Show	October 20-24, 2021	\$7,025.00
Salon Performance	January 13, 2022	
Salon Performance	January 27, 2022	
Salon Performance	February 10, 2022	
Salon Performance	February 17, 2022	
African-American Shakespeare Company The Glass Menagerie	February 5-March 13, 2022	\$12,375.00
InterMusic SF SF Music Day	March 20, 2022	\$1,825.00

San Francisco War Memorial & Performing Arts Center  
Refund Requests: June 10, 2021

<b>VENUE</b>	<b>LICENSEE</b>	<b>EVENT DATE(S)</b>	<b>AMOUNT</b>
Green Room	Natalia Aldana	8/21/2021	\$ 2,650.00
		<b>Green Room Total:</b>	<b>\$ 2,650.00</b>
		<b>Grand Total:</b>	<b>\$ 2,650.00</b>

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

REF.		MAY REVENUE	YEAR TO DATE	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>				
435511	Opera House	\$ -	\$ 115,150.00	\$ 426,720.00
435512	Green Room		\$ 2,600.00	224,205.01
435521	Herbst Theatre		\$ 16,175.00	206,278.63
435531	Davies Symphony Hall		\$ 98,200.00	519,826.35
435542	Wilsey Center		\$ 18,270.00	131,945.00
462891	Zellerbach Rehearsal Hall		\$ 33,245.00	188,625.00
<b>OFFICE RENTAL</b>				
435519	San Francisco Opera (OH)		165,666.20	159,582.90
435519	San Francisco Ballet (OH)		28,725.18	24,648.20
435539	San Francisco Symphony (DSH)	15,170.40	166,873.60	171,828.00
435540	Veterans Bldg. Office Rent (SFO)		379,798.83	418,652.35
435540	Veterans Building Occupancy Fees	9,846.42	111,317.37	-
<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	96.00	1,513.00	180,939.37
<b>GROSS REVENUE</b>		<b>\$ 25,112.82</b>	<b>\$ 1,137,534.18</b>	<b>\$ 3,266,625.38</b>
	Less 15% War Memorial Reserve	(3,766.92)	(170,630.13)	(537,527.82)
	Payment to War Memorial Commission	(2,500.00)	(31,845.00)	(33,771.00)
<b>NET REVENUE</b>		<b>\$ 18,845.90</b>	<b>\$ 935,059.05</b>	<b>\$ 2,695,326.56</b>
<b>OTHER FUNDS</b>				
35614	Concessions Equipment Replacement	\$ -	\$ 423.00	\$ 26,692.68

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

Account	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,697,256	\$ 4,589,268	\$ 1,107,988
505010	Temporary Salaries	\$ 231,653	\$ 287,690	\$ (56,037)
509010	Premium Pay	\$ 142,074	\$ 77,838	\$ 64,236
510210	One-Time Salaries Payments		\$ 57,301	\$ (57,301)
511010	Overtime	\$ 92,661	\$ 32,333	\$ 60,328
501070	Holiday	\$ 95,904	\$ 49,597	\$ 46,307
513000	Mandatory Fringe Benefits	\$ 3,396,524	\$ 2,860,461	\$ 536,063
521030	Air Travel	\$ -	\$ -	\$ -
521050	Non-Air Travel	\$ -	\$ 306	\$ (306)
522000	Training	\$ 12,600	\$ 679	\$ 11,921
523010	Auto Mileage // Local Field Expense	\$ -	\$ 145	\$ (145)
524010	Membership Dues	\$ 3,795	\$ 3,150	\$ 645
527090	Special Inspection & Testing Services	\$ -	\$ 6,258	\$ (6,258)
527610	Systems Consulting	\$ 94,750	\$ 31,750	\$ 63,000
527990	Other Professional Services	\$ 9,550	\$ 77,788	\$ (68,238)
528010	Scavenger Service	\$ 328,411	\$ 100,663	\$ 227,748
528030	Pest Control	\$ 36,828	\$ 34,144	\$ 2,684
528910	Elevator Service	\$ 254,398	\$ 332,293	\$ (77,895)
528990	Other Building Maintenance Services	\$ 1,135,550	\$ 1,395,037	\$ (259,487)
529110	Data/Word Processing Maintenance	\$ 18,060	\$ 3,109	\$ 14,951
529990	Other Equipment Maintenance	\$ 41,882	\$ 33,514	\$ 8,368
531000	Equipment Lease/Rental	\$ 17,456	\$ 10,569	\$ 6,887
535000	Other Current Expenses (535000-535990)	\$ 50,130	\$ 28,215	\$ 21,915
540000	Materials & Supplies	\$ 344,223	\$ 326,382	\$ 17,840
552110	Taxes (Community Benefit District)	\$ 262,715	\$ 165,504	\$ 97,211
552115	Sales Tax	\$ -	\$ 55	\$ (55)
552210	Fees, Licenses and Permits	\$ 26,800	\$ 57,644	\$ (30,844)
581051	PUC - Light, Heat and Power	\$ 844,410	\$ 484,020	\$ 360,390
581063	PUC - Sewer Service	\$ 120,113	\$ 34,340	\$ 85,773
581064	PUC - Water	\$ 121,360	\$ 38,639	\$ 82,722
581140	DT - Technology Projects	\$ 102,029	\$ -	\$ 102,029
581210	DT - Technology Infrastructure	\$ 147,498	\$ 147,498	\$ -
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	\$ 23,564	\$ 9,523
581410	GSA - Custodial Services	\$ 1,784,487	\$ 1,140,854	\$ 643,633
581450	DHR - Management Training	\$ 22,935	\$ -	\$ 22,935
581460	DHR - Workers Compensation	\$ 102,541	\$ 87,521	\$ 15,020
581570	DPH - Medical Services/Training	\$ 36,150	\$ (3,699)	\$ 39,849
581580	DPH - Toxic Waste & Haz. Mat Svcs.	\$ 15,058	\$ 5,420	\$ 9,639
581820	Purchasing - Reproduction	\$ 19,194	\$ 177	\$ 19,017
581880	Rec. Park - Gardener Services	\$ 187,177	\$ 133,224	\$ 53,953
	<b>TOTAL OPERATING</b>	<b>\$ 15,873,052</b>	<b>\$ 12,667,347</b>	<b>\$ 3,205,705</b>
14680	Facilities Maintenance	\$ 305,652	\$ 263,655	\$ 41,997
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	<b>GRAND TOTAL</b>	<b>\$ 16,178,704</b>	<b>\$ 12,931,001</b>	<b>\$ 3,247,702</b>
10000	Debt Service	\$ 9,253,577	\$ 8,868,602	\$ 384,975
14720	War Memorial Reserve	\$ 1,887,157	\$ 307,245	\$ 1,579,912
14700	Concessions Equip. Repl. Fund	\$ 78,186	\$ 25,979	\$ 52,207



**WAR MEMORIAL BOARD OF TRUSTEES  
RACIAL EQUITY STATEMENT**

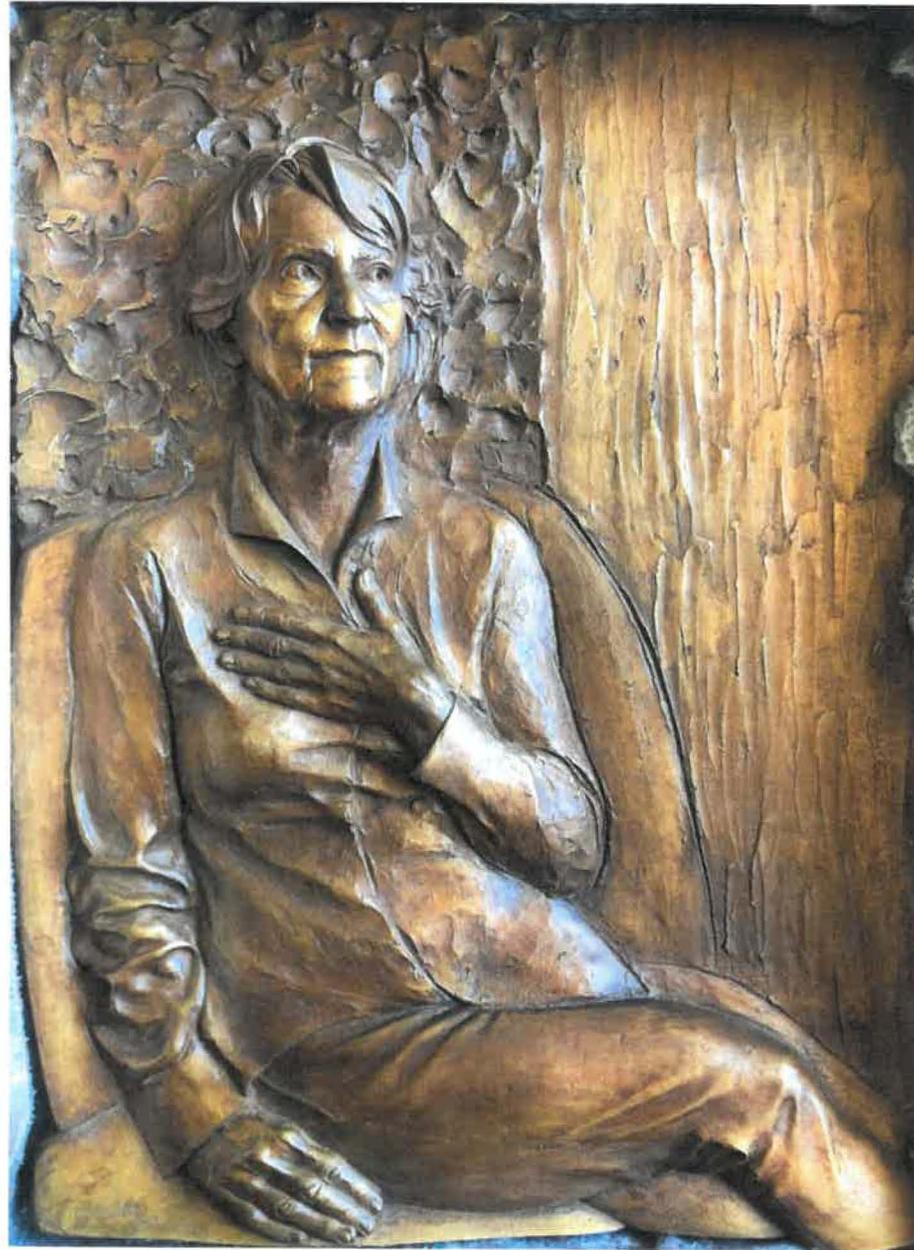
The San Francisco War Memorial and Performing Arts Center, a monument to our nation's veterans, the birthplace of the United Nations, was created for the enjoyment of all people.

The War Memorial, under our care, has a long history of supporting European art forms, oftentimes to the exclusion of other art forms, artists, arts organizations, and their patrons, in particular people of color. Having been entrusted with San Francisco's premiere performing arts venues, the War Memorial Board of Trustees understands our broader obligation to San Francisco's performing arts communities. Trustees and staff will work to create an environment where people of all backgrounds participate in, and are enriched by, performances and presentations in venues which we have dedicated ourselves to preserving for generations to come.

The War Memorial Board of Trustees is fully committed to advancing racial equity through our policies and the use of our venues. The effectiveness of our work will be evident by the expansion of the racial and ethnic diversity of the patrons, presenters, and workers under our roofs.

Recommended for adoption by the Special Committee on Racial Equity on May 13, 2021.  
Submitted to the War Memorial Board of Trustees for approval on June 10, 2021.

## Rosenberg Bas Relief – Project Update



## Rosenberg Bas Relief – Project Update



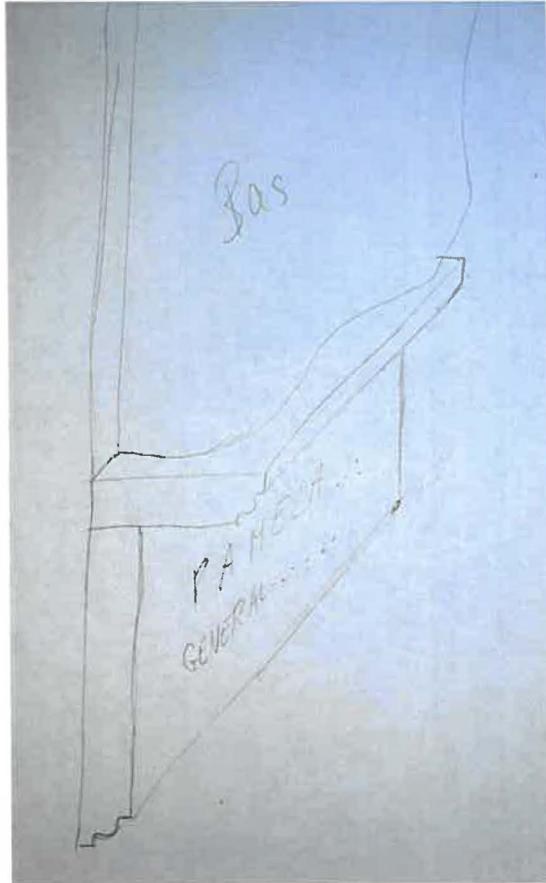
### **Proposed Ledge and Plaque:**

Using a piece of surplus lobby marble (original), create a thin ledge for the artwork to “sit” on. Use a second piece of marble below as a plaque onto which the inscription will be engraved.

### **Proposed Inscription:**

PAMELA ROSENBERG  
General Director, San Francisco Opera, 2001-2006

## Rosenberg Bas Relief – Project Update



### **Proposed Ledge and Plaque:**

- Marble is ~ 1.5" thick with a beautiful scalloped edge.
- One piece will be used as the ledge for the artwork, no more that 4" out from the wall (in compliance with ADA guidelines).
- A second piece of the marble will be placed flush against the wall to be used as the plaque. The text will be engraved directly onto the marble. The plaque will be 6-8" high, based on spacing of text.

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

**Thursday, May 13, 2021**

The Board of Trustees of the War Memorial of San Francisco met remotely in regular session on Thursday, May 13, 2021, at 2:00 p.m., President Horn presiding.

**ROLL CALL**

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

**Absent:** Trustee Gatti

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

**PRESIDENT'S REPORT**

President Horn reported that the War Memorial and Performing Arts Center has reopened after 15-months of being closed to the public due to the COVID-19 pandemic. On Thursday, May 6, 2021, the War Memorial welcomed back a limited live audience of first responders and other guests to Davies Symphony Hall. President Horn noted that this concert also marked the in-person debut of the Symphony's new Music Director, Esa-Pekka Salonen. The first night's audience was limited to 200 people, but the Symphony will be permitted to welcome larger audiences as the City's health and safety guidelines evolve.

President Horn thanked the Symphony for taking this brave step forward and War Memorial staff for their efforts in making it possible. The opening was covered by MSNBC on multiple news programs nationally, which included interviews with War Memorial Managing Director John Caldon and significant media exposure for both Davies Symphony Hall and the San Francisco Symphony. President Horn stated that thanks to Mayor Breed's tireless efforts, San Francisco has led the nation in its response to COVID-19, and now the War Memorial is leading the reopening of live indoor performing arts in San Francisco.

President Horn said that it was a pleasure for the audience to see Speaker of the United States House of Representatives Nancy Pelosi and War Memorial Trustee Paul Pelosi take their seats in the hall for this first San Francisco Symphony concert. Audience applause demonstrated great appreciation for the strong support Speaker Pelosi has given to the arts.

President Horn invited the executives of the War Memorial's resident companies to share with Trustees their plans for the further reopening of War Memorial venues.

Mark Hanson, Chief Executive Officer of the San Francisco Symphony, said that it has been exciting and joyful for the Symphony to host live audiences and that current health guidelines allow for seating 50 percent of overall audience capacity. He reported that the Symphony has created a "vaccinated only" section on the Orchestra level and in its Side Box seats and that a mix of COVID-negative tested and vaccinated people are being seated with social distance in the Loge and on both Tiers. Mr. Hanson thanked Director Caldon and War Memorial staff for their ongoing support.

Trustee Pelosi congratulated Mark Hanson and the San Francisco Symphony for bringing the Symphony back to its patrons. Trustee Pelosi said he is looking forward to coming again soon.

President Horn congratulated the San Francisco Opera for its successful and critically acclaimed drive-in “Barber of Seville” at the Marin County Civic Center during the past month and invited Matthew Shilvock, General Director of the San Francisco Opera, to provide an update.

Mr. Shilvock reported that as the Opera plans its return to the Opera House, many of the protocols it has worked on over the last year will pave the way for a safe return. He stated that the Opera anticipates beginning rehearsals in July and moving to performances in late August in the Opera House, with three operas presented over an elongated season this fall to accommodate safety protocols. He thanked local and federal elected officials for their support of the arts in the United States.

Kelly Tweeddale, Executive Director of the San Francisco Ballet, could not attend today’s meeting because of a prior commitment. President Horn congratulated the Ballet on completing its all-digital season.

In response to a question from Trustee Lui regarding War Memorial office staffing levels, Director Caldon reported that the City recently increased the permitted capacity of City offices to 50 percent starting next week.

### MANAGING DIRECTOR'S REPORT

**Approval of Consent Agenda:** Director Caldon stated that items submitted on the Consent Agenda included: minutes of the April 8, 2021 meeting of the Board and Rental Requests and Rental Refund Requests for May 13, 2021. He requested their approval. On motion of President Horn, seconded by Trustee Moscone, the following resolution was unanimously adopted:

#### RESOLUTION NO. 21-10

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the minutes of the April 8, 2021 meeting of the Board and Rental Requests and Rental Refund Requests for May 13, 2021, are hereby approved.

**Updates on Reopening Timelines and Budget:** Director Caldon reported that the first concert in the Herbst Theatre is scheduled for June 10, 2021. The Wilsey Center will reopen in late summer. The War Memorial Opera House, as reported by Matthew Shilvock, General Director of the San Francisco Opera, will host its first live performance in August 2021.

Director Caldon stated that the Fiscal Year 2021-22 and 2022-23 War Memorial budget is moving into the Board of Supervisors Phase. The Mayor’s Office of Public Policy and Finance submitted the department’s budget to the Board of Supervisors with relatively few changes.

Director Caldon reported that the Capital Planning Committee has shared with the department details of its funding for War Memorial capital projects in the next fiscal year. The Capital Planning Committee will fully restore the facilities maintenance budget back its pre-COVID budget of approximately \$580,000. Capital Planning has also budgeted the full \$2.2 million cost of the project to modernize Davies Symphony Hall front-of-house Elevators One and Two. Director Caldon stated that funding to replace the Opera House mansard roof is not included in this year’s allocation. He noted that he explained to Capital Planning Committee staff the importance of replacing the Opera House mansard roof and that he would resubmit that request next year.

Director Caldon reported on his recent reorganization of War Memorial administrative staff in which the previous Chief Financial Officer position has been redesigned as a Director of Finance and Administration, which will supervise budget and finance, human resources, and administrative operations. This structure will more effectively distribute workload and supervisory responsibilities among management staff. The position has been filled by Donna D’Cruz. Director Caldon introduced Ms. D’Cruz to the War Memorial Board of Trustees and asked her to share a few words.

Ms. D’Cruz stated that though she is new to the War Memorial, she is not new to the City, having worked in multiple City departments over the last twenty years. She stated that she is honored to be a part of this team and historic organization.

### SECRETARY'S REPORT

**Revenue, Appropriations, and Housekeeping Expenditures:** Assistant Managing Director Jennifer Norris requested approval of the Revenue, Appropriations and Housekeeping Expenditures Reports for April 30, 2021. On motion of Trustee Levin, seconded by Trustee Moscone, the following resolution was unanimously adopted:

#### RESOLUTION NO. 21-11

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the April 30, 2021 Revenue, Appropriations and Housekeeping Expenditures Reports are hereby approved.

**Opera House Seating Update:** Ms. Norris reported that carpet and flooring installation are complete. The custom designed end standard has been approved and is presently being manufactured. The seat installation completion is targeted for mid-June. The ADA path of travel scope, including accessible stalls in the restroom, will take place over the summer.

President Horn expressed his enthusiasm for the completion of the seat replacement project and stated that having new seats, which are elegant and more comfortable, will be a wonderful way to welcome the public back to the War Memorial Opera House. He expressed his gratitude to Trustees for pushing for so many improvements to be executed during the COVID-19 venue closures and to staff for making them happen.

### COMMITTEE REPORT

**Special Committee on Racial Equity:** President Horn reported that prior to the full Board meeting today, the Special Committee on Racial Equity convened to review lessons learned from licensee racial equity reports, which Trustees have been receiving monthly since February, and to discuss the creation of the War Memorial Board of Trustee's Racial Equity Statement to guide Trustee decisions and policy making, which is an important part of the Committee's work.

Trustee Wright, Chair of the Special Committee on Racial Equity, reported that the Committee reviewed a draft Statement she had prepared in collaboration with War Memorial staff. The draft is for review, discussion, and possible approval at the June 2021 meeting of the Board. Trustee Wright read the draft statement for the record:

“The San Francisco War Memorial and Performing Arts Center, a monument to the San Francisco veterans of foreign wars, the birthplace of the United Nations, was created for the enjoyment of all people.

The War Memorial Performing Arts Center, under our care, has a long history of supporting European art forms, oftentimes to the exclusion of other art forms, artists, arts organizations, and their patrons, in particular people of color. Having been entrusted with San Francisco's premiere performing arts venues, the War Memorial Board of Trustees understands our broader obligation to the San Francisco's performing arts communities. Trustees, and staff, will work to create an environment where people of all backgrounds participate in, and are enriched by, performances and presentations, in venues that they have dedicated themselves to preserving for generations to come.

The War Memorial Board of Trustees is fully committed to advancing racial equity through our policies and use of our venues. The effectiveness of our work will be evident by the expansion of the racial and ethnic diversity of the patrons, presenters, and workers under our roofs.”

Following the reading of the draft Racial Equity Statement, Trustee Levin stated that it is a beautifully worded statement and that it should be supported.

President Horn thanked Trustee Wright and War Memorial staff for their work in creating the statement. He stated his approval of the statement and said that it would be distributed to Trustees for further review and placed on the June 2021 regular meeting agenda to be considered for adoption.

### REGULAR ITEMS

**Broadcast Fee Elimination:** President Horn reported that at the regular meeting of the Board on April 23, 2020, Trustees passed a resolution temporarily waiving all broadcast and recording fees for licensees during the closure of venues due to the COVID-19 public health emergency.

President Horn stated that staff is returning today with a recommendation to make permanent the elimination of these fees. In advance of today's meeting, Trustees received a document summarizing the request. President Horn asked Director Caldon to present the request to Trustees.

Director Caldon reported that requests to make audio and video recordings of rehearsals and performances has been increasing year-over-year for more than a decade and that licensees and presenters of all sizes need recordings for marketing and social media posts, to support grant proposals, and for archival and educational purposes. He further reported that the COVID-19 pandemic led performing arts organizations to expand their online presence by offering video content of newly created work and past performances. Director Caldon reminded Trustees that at the regular meeting on April 23, 2020, Trustees approved waiving video origination fees related to the broadcast of content previously recorded in War Memorial facilities.

Director Caldon stated that staff's recommendation is to retain the leniency of these COVID-19 policies as they relate to origination fees because they greatly support the financial health of our nonprofit licensees and represent a minimal loss of revenue to the War Memorial.

Director Caldon reported that eliminating these fees would have a negligible impact on earned revenue, as the War Memorial earned on average \$4,900 per year from recording fees between Fiscal Years 2016-17 through 2018-19, which is equal to approximately 1/1000<sup>th</sup> of a percent of the average earned revenue per year during that same period.

President Horn clarified the request by stating that for live performances with sold tickets, for which recording is an ancillary activity, recording fees will not be charged, but that there will continue to be rental fees paid by licensees to use venues solely to record performances for broadcast, recording or digital distribution purposes.

Following discussion, and on motion of Trustee Myatt, seconded by Trustee Moscone, the following resolution was unanimously adopted:

#### RESOLUTION NO. 21-12

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it approves the permanent elimination of all broadcast and recording fees for licensees.

### GOOD AND WELFARE

Trustee Myatt said that there will be eight new and informative banners about the role of San Francisco during World War II installed in the Veterans Building Lobby prior to the first concert in the Herbst Theatre.

Trustee Levin added that there were 16 million American World War II veterans and there are now approximately 500,000 still living. It is a shame that the COVID-19 virus robbed them of the opportunity to celebrate the 75<sup>th</sup> Anniversary of World War II. He said the banners are a tribute to the greatest generation.

### PUBLIC COMMENT

President Horn opened public comment by noting that public comment is an opportunity for members of the public to address 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](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 2:55 p.m.

Jennifer E. Norris  
Executive Secretary

DRAFT

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**RACIAL EQUITY COMMITTEE SPECIAL MEETING**

**Thursday, May 13, 2021**

The Special Committee on Racial Equity of the Board of Trustees of the War Memorial of San Francisco met remotely at 1:30 p.m. on Thursday, May 13, 2020, Chair Wright presiding.

**ROLL CALL**

Committee Members Present: Chair Wright, Trustee Levin, Trustee Lui, Trustee Wilsey  
President Thomas E. Horn, *Ex officio* and  
Vice President Charlotte M. Shultz, *Ex officio*

Non-Committee Member Present: Trustee Pelosi

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

Chair Wright stated that she is excited about being Chair of the Special Committee on Racial Equity and about the work the Committee is doing. She thanked Managing Director John Caldon, Assistant Managing Director Jennifer Norris, and War Memorial staff for the work they are doing and the support they have given her as Chair.

Chair Wright reported that there are three items on today's agenda for the meeting.

Chair Wright asked Jennifer Norris, Assistant Managing Director and Co-Facilitator of the Staff Racial Equity Team, to provide an update on staff's Racial Equity Action Plan.

Ms. Norris said that the Staff Committee on Racial Equity, which was formed in September 2020, continues to meet. The Staff Committee has representatives of all War Memorial divisions and represents a variety of ages, genders, years of service and sexualities.

Ms. Norris reported that War Memorial staff is working to address the more than 50 action items outlined in the War Memorial's Racial Equity Action Plan and is currently focused on establishing a robust equitable hiring and promotion policy, with a goal of attracting a more diverse group of people to apply for War Memorial positions.

Ms. Norris stated that other points in the Plan currently underway include redesigning the departmental website to be more accessible and developing a departmental Racial Equity Statement and revised Mission Statement.

Trustee Lui asked whether one of the goals is for the War Memorial and Performing Arts Center to attract smaller and more diverse groups of presenters and licensees to the Herbst Theatre and Wilsey Center. Ms. Norris stated that has always been a goal and more energy will be put into outreach to ensure success.

Chair Wright stated that at this Committee's inaugural meeting on December 7, 2020, Trustees decided to recommend that the War Memorial Board of Trustees begin receiving Racial Equity reports from stakeholders over the last three months Trustees have heard from the War Memorial's three resident companies. Chair Wright asked for input from the Committee regarding Trustees' impressions of these reports, including what has been learned and which types of licensees the Committee would like to hear from going forward.

Chair Wright said that she was impressed with the racial equity work of stakeholders and was particularly impressed with the presentation of the San Francisco Ballet's racial equity work. Trustee Levin said he was impressed at how fast stakeholders are moving with their racial equity initiatives. Ms. Norris asked if the Committee would like to continue to hear presentations from smaller licensees.

Trustee Pelosi stated Trustees should continue to receive reports. Vice President Shultz said she thinks continuing to receive reports would be useful.

Chair Wright stated that an important part of this Committee's work is to create a Racial Equity Statement to guide Trustee decisions and policy making. She noted that prior to this meeting, Committee members received a draft statement that she prepared in collaboration with War Memorial staff. Chair Wright read the following statement for the record:

"The San Francisco War Memorial and Performing Arts Center, a monument to the San Francisco veterans of foreign wars, the birthplace of the United Nations, was created for the enjoyment of all people.

The War Memorial Performing Arts Center, under our care, has a long history of supporting European art forms, oftentimes to the exclusion of other art forms, artists, arts organizations, and their patrons, in particular people of color. Having been entrusted with San Francisco's premiere performing arts venues, the War Memorial Board of Trustees understands our broader obligation to the San Francisco's performing arts communities. Trustees, and staff, will work to create an environment where people of all backgrounds participate in, and are enriched by, performances and presentations, in venues that they have dedicated themselves to preserving for generations to come.

The War Memorial Board of Trustees is fully committed to advancing racial equity through our policies and use of our venues. The effectiveness of our work will be evident by the expansion of the racial and ethnic diversity of the patrons, presenters, and workers under our roofs."

Chair Wright opened the floor for feedback from members of the Committee on this draft statement. Trustee Levin stated that it is a beautiful statement and that it covers the mission. Vice President Shultz thanked Chair Wright for the thought, interest, and care she has given to putting this statement together for Trustees and said she thinks it is a statement of which the War Memorial Board can be proud.

President Horn said he thinks the statement was well drafted. He asked Chair Wright if she expects this statement to be circulated now as a recommendation to be put on the agenda for a future meeting. Chair Wright confirmed President Horn's process suggestion.

Chair Wright said that the Special Committee on Racial Equity wanted a statement that would recognize the past and our history and acknowledge that the War Memorial has not done everything it should have regarding racial equity, but that Trustees are now committed to changing and moving forward.

Following discussion, and on motion of Trustee Levin, seconded by Trustee Wilsey, the following recommendation was unanimously adopted:

RECOMMENDED, To the Board of Trustees of the War Memorial of San Francisco that it review and approve the draft Racial Equity Statement as recommended by the Racial Equity Committee and War Memorial staff.

#### PUBLIC COMMENT

Chair Wright called for public comment on items within the jurisdiction of the Special Committee on Racial Equity of the Board of Trustees, but not on the agenda. There being none, Chair Wright closed public comment.

#### ADJOURNMENT

There being no further business before the Special Committee on Racial Equity, Chair Wright adjourned the meeting at 2:00 p.m.

Jennifer E. Norris  
Executive Secretary