

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR BOARD MEETING**  
**Thursday, January 8, 2026**

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, January 8, 2026, at 2:00 p.m., in the Trustees' Board Room, War Memorial Opera House, President Wilsey presiding.

**ROLL CALL**

Present: President Wilsey, Vice President Horn, Trustee Kopp, Trustee Lam, Trustee Makras, Trustee Muduroglu, Trustee Pelosi, Trustee Rocco and Trustee Wright

Absent: Trustee Gatti and Trustee Newstat

Staff Present: Kate Sofis, Managing Director and Francesca Cicero, Board Secretary

Board Secretary Cicero made an opening announcement related to remote public comment. She stated that remote public comment, except as necessary for disability accommodations, has been discontinued. She noted that members of the public are invited to observe the meeting in-person or online, but only members of the public attending the meeting in-person will have an opportunity to provide public comment.

Requests for accommodation for remote public comment should be made at least 48 hours prior to the meeting, by email or voicemail (WarMemorialBoard@sfgov.org or 415-554-6377).

**APPROVAL OF MINUTES**

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

**RESOLUTION NO. 26-01**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of the Regular meeting of December 11, 2025, are hereby approved.

**PRESIDENT'S REPORT**

President Wilsey wished the San Francisco Ballet a successful upcoming season, with their Opening Night Gala scheduled for January 14 and the first performance of *Eugene Onegin*, beginning on Friday, January 23, 2026. She also distributed the Committee Assignments for 2026 to the Trustees.

**MANAGING DIRECTOR'S REPORT**

Managing Director Kate Sofis briefed the Board on the PG&E power outage that affected the buildings in December. She also reported there would be upcoming instructions from the Mayor's Budget Office in anticipation of the first Budget and Finance Committee meeting set for Tuesday, January 27, 2026 at 2pm in the Board Room.

**BOARD SECRETARY'S REPORT**

Board Secretary Cicero reported on the completion of Department of Human Resources trainings and reminded Trustees of upcoming Ethics filing deadlines.

## VETERANS COMMITTEE REPORT

### **Notice of Space Allocation from American Legion War Memorial Commission for Veterans Organizations seeking to occupy space in the Veterans Building:**

President Wilsey stated that per the 2016 Policy Governing Allocation of Space in the Veterans Building to Patriotic Organizations, the American Legion War Memorial Commission may install certain types of patriotic organizations to occupy rent-free space in the Veterans Building under the San Francisco War Memorial Trust Agreement. In order to comply with this Policy, representatives from the American Legion presented the organizations currently occupying space on the 2nd Floor to the Trustees for approval. The Chair of the Veterans Committee, Trustee Kopp, reported that the Committee recommended the proposed allocation of space in the Veterans Building for the veterans organizations submitted by the American Legion War Memorial Commission, contingent upon staff receiving any outstanding organizational and tax ID information within 30 days

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

#### RESOLUTION NO. 26-02

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the proposed allocation of space in the Veterans Building for the veterans organizations submitted by the American Legion War Memorial Commission, contingent upon staff receiving any outstanding organizational and tax ID information within 30 days, is hereby approved.

### **Proposed Resolution to Waive Rental Costs for American Legion War Memorial Commission-sponsored**

**Veterans Service Organizations Occupying Second Floor Office Space in the Veterans Building:** President Wilsey noted that in the 2016 Policy, these veterans service organizations are permitted to occupy the space in the Veterans Building rent-free. The Policy also provides for the payment of Occupancy Fees of “all utilities, services and material of every character used in or about the allocated premises.”

The Chair of the Veterans Committee, Trustee Kopp, reported that the Committee recommended these small veterans service organizations have these occupancy fees waived for the organizations submitted today by the American Legion for one year, contingent upon staff receiving any outstanding organizational and tax identification information within 30 days, and requiring the organizations to present an annual report of their 2026 activities at a Veterans Committee meeting in January 2027.

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

#### RESOLUTION NO. 26-03

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, that a one-year waiver of Occupancy Fees for the proposed veterans service organizations, contingent upon staff receiving any outstanding organizational and tax ID information within 30 days, and requiring the organizations receiving the waiver to present an annual report of their 2026 activities at a Veterans Committee meeting of the Board of Trustees, to be held in January 2027, is hereby approved.

### **Proposed Increase to Monthly Amounts Paid to American Legion War Memorial Commission:** President

Wilsey stated that every two years the War Memorial and the American Legion War Memorial negotiate a contract that stems from the 1977 transfer of management and control of what is now the Herbst Theatre and the Green Room from the American Legion War Memorial Commission to the Trustees. This agreement was made in exchange for the Commission receiving a more assured source of income to help cover the Commission’s office expenses related to administering Veterans Building space allocated for veterans’ use.

Each of the original 1977 agreement and 20 subsequent renewal agreements specified an annual sum to be paid by the Trustees to the Commission from Herbst Theatre rental revenues based on the Commission’s needs and requirements at the time. The last renewal agreement covered the 2-year period effective January 1, 2025 to

December 31, 2026. In the last renewal, it specified that the monthly payments for 2026 would be “based on a calculation of 15% of gross revenue sales at the Herbst Theatre. The 15% will be calculated based on actual sales from July 2024 - June 2025 and rendered in 12 equal monthly installments.”

The Chair of the Veterans Committee, Trustee Kopp, reported that the Committee recommended increased payments of \$4,500 from \$4,450 per month.

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

**RESOLUTION NO. 26-04**

**RESOLVED,** By the Board of Trustees of the War Memorial of San Francisco, the proposed monthly payment of \$4500 to be paid to the American Legion War Memorial Commission for 2026, is hereby approved

**REGULAR ITEMS**

**AMS Final Competitive Analysis Findings:** President Wilsey noted that AMS presented to the Board in September 2025 on the competitive landscape of the performing arts in San Francisco and how the War Memorial could strategically increase revenue in the venues. Director Sofis presented the AMS market research and competitive analyses to the Board. The presentation highlighted the current activities in the venues and base rental-rate comparisons, as well as continuing to collaborate with the resident companies to increase availability in the venues for outside presenters. The presentation also addressed the utilization rate in the Herbst Theatre and opportunities for the Department to start presenting to fill calendar space in the venues. Trustee Wright noted she would like to further explore this new way of marketing the venues and emphasized the need to do things differently in order to meet the challenges ahead. Director Sofis commented that it will not only take marketing and outreach, but strategic partnerships with large presenting organizations. She noted that the Department would be exploring how to do this collaboratively with the resident companies. Vice President Horn stated that he believed there was consensus from the Board about exploring the opportunity to present. Director Sofis agreed to return with an actionable plan to the Board, a timely discussion with budget season commencing.

**MISCELLANEOUS CORRESPONDENCE**

None.

**GOOD AND WELFARE**

Vice President expressed his gratitude on the handling of the PG&E power outage and thanked the War Memorial and the San Francisco Ballet for their collaboration. There being no further comment, President Wilsey closed good and welfare.

**PUBLIC COMMENT**

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

**ADJOURNMENT**

There being no further business, President Wilsey adjourned the meeting at 3:15 p.m.

/s/ Francesca Cicero  
Board Secretary