

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

Tuesday, January 27, 2026

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 2:00 p.m. on Tuesday, January 27, 2026, in the in the Trustees' Board Room, War Memorial Opera House, Chair Muduroglu presiding.

ROLL CALL

Committee Members Present: Chair Muduroglu, Vice President Horn, Trustee Newstat and Trustee Kopp,
Committee Members Absent: President Wilsey, Trustee Makras and Trustee Wright
Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant Managing Director;
Francesca Cicero, Board Secretary

War Memorial Proposed Departmental Budget for Fiscal Years 2026-27 and 2027-28: Chair Muduroglu stated that in advance of the meeting, Committee members received staff's departmental budget presentation document for the next two fiscal years. She reminded the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and thus the Committee would not vote on the proposed budget at the meeting and was an opportunity for Trustees and the public to ask questions and provide feedback. She stated that staff will return to the next Budget and Finance Committee meeting on February 12, with a revised budget, at which time the Committee will vote on the recommendation that goes to the full Board for approval at the February 12, 2026, Regular Board of Trustees meeting.

Chair Muduroglu invited Managing Director Kate Sofis to review staff's proposed Departmental Budget. She explained the City is anticipating a citywide budget shortfall of approximately \$936 million dollars by the end of fiscal year 2028. She noted that the Mayor's Budget Office has instructed all City Departments to reduce General Fund spending by approximately \$400 million dollars, restructure around current staffing levels, and reduce interdepartmental workorder costs between City Departments. She noted that the War Memorial Department would be focusing on licensee-reimbursable expenditures (e.g., patron screening, public safety, stage electricians). She also stated that there would be an increased focus on utilizing facility ticket fees for significant theatrical capital projects. She also noted that the Department would be repurposing capital project savings from previous years to reduce draw on the annual capital fund, with a goal of not using it more quickly than it accrues.

Director Sofis explained that the Department would focus on continuing to find new ways to increase earned revenue in the venues. This includes increasing rentals of the Herbst Theatre, booking major tours in conjunction with the Symphony, and attracting more campus-wide multi-venue events. There was a discussion of potential partnerships with large presenters and the ability to highlight the venues for intimate shows before or after festivals occurring in the City. She also explained that moving to annual rent adjustments would help the Department keep pace with inflation and better track real costs. This would include a rental rate proposal for the current budget year and creating a forecast for the second year. There was a discussion about the rates charged and ensuring that they are kept affordable to ensure a strong arts and culture environment in San Francisco, especially for nonprofits. Director Sofis also noted that the Department proposes implementing a modest project management fee based on a percentage on the full amount of the cost for outside events, to enable the Department to recover the time and labor of the Booking Team. This would change from the 25% fee solely on payroll costs to a 15% fee on the total cost of the event, which should generate enough to cover the fixed costs of both the Foundation and the Department, without being a significant jump in costs for the licensee.

Director Sofis explained the major capital project requests for the upcoming budget season, which include requests for the Opera House Elevator Modernization project, generator and electrical upgrades, and ADA lifts in the Opera House and Davies Symphony Hall. She also noted that the Department was looking for alternative sources of funding for capital projects, including overages and monies left over from previous capital projects and Facility Fees collected from ticket purchases.

PUBLIC COMMENT

Public comment is an opportunity for members of the public to directly address the Committee on items within the subject matter jurisdiction of the Budget and Finance Committee, but not on the agenda.

There being no public comment, Chair Muduroglu closed public comment.

ADJOURNMENT

There being no further business to come before the Board, Chair Muduroglu adjourned the meeting at 2:59 p.m.

Francesca Cicero
Board Secretary

DRAFT

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

Thursday, February 12, 2026

The Budget and Finance Committee of the Board of Trustees of the War Memorial of San Francisco met in-person at 1:00 p.m. on Thursday, February 12, 2026, in the in the Trustees' Board Room, War Memorial Opera House, Chair Muduroglu presiding.

ROLL CALL

Committee Members Present: Chair Muduroglu, President Wilsey, Vice President Horn, Trustee Kopp, Trustee Makras, Trustee Newstat, and Trustee Wright

Committee Members Absent: None

Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant Managing Director; Francesca Cicero, Board Secretary

Chair Muduroglu reminded the Committee that City ordinance requires the Board to hold two public meetings regarding the budget, no fewer than 15-days apart, and thus the Committee would vote on recommendations to the full Board regarding the proposed budget. She stated that the second of two meetings would be the Regular Meeting on February 12, at which time the Committee will vote on the recommendations from the Committee.

Proposal to Review Rental Rates Annually. Managing Director Kate Sofis explained that moving the process of a biannual review of rental rates to an annual review would provide a more even and predictable revenue cycle for the Department and add more flexibility for the Department to respond to changing conditions, like salary increases and actual costs of materials, electricity, and other building costs. She noted that this would still involve reviewing rental rates two years out, only this budget cycle would include approval of the first year increase and a forecast of the increase for the second year.

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

RECOMMENDED, to the Board of Trustees of the War Memorial of San Francisco that rental rates be reviewed and updated by the Board annually, rather than biannually.

War Memorial Proposed Rental Rates for Fiscal Years 2026-27 and 2027-28: Managing Director Sofis explained that the current proposal is to increase rental rates by six percent, since there was no increase last year. She noted that the two-year increase of six percent averages to an increase of three percent per year, which is about one percent (or more) behind the Consumer Price Index. She noted that this year, as the Department transitions to an annual review, they anticipate a six percent increase and approximately a two percent increase the following year. Director Sofis noted that she anticipates moving rental rates to an annual increase of three to four percent, depending on economic conditions.

Following discussion on motion of President Wilsey, seconded by Vice President Horn, the following recommendation was unanimously adopted:

RECOMMENDED, to the Board of Trustees of the War Memorial of San Francisco, that it approve for submission the Department's proposed rental rates for Fiscal Year 2026-27.

War Memorial Proposed Departmental Budget for Fiscal Years 2026-27 and 2027-28: Director Sofis explained that the budget proposal from the last Budget and Finance Committee meeting was the Department's baseline budget, which did not have significant cuts at that time. Since the board packet went out, the Mayor's Office has asked for a \$750,000 cut to the Department's budget. She then discussed some options to cover the proposed budget cuts, including instructions from the Mayor's Office, as to what they would like the Department to consider. She noted that the core functions of the Department: booking, finance, public safety, are all currently fully-staffed. Any savings from these functions would involve layoffs, as there are no vacant positions to carry over. She also noted that the Department's Non-personnel Service budget was only \$1.2 million, which includes things like elevator repair and maintenance, to give an idea of how much a \$750K cut would be in comparison to other parts of the Department's normal budget.

Director Sofis noted that custodial, currently provided by the Real Estate Department, is budgeted to cost \$5 million dollars for the next Fiscal Year. Director Sofis noted that last year the Department proposed decreasing that cost by approximately twenty percent, or one million dollars, by transferring the custodial function back to the War Memorial. She explained that in that proposal she anticipated it would be easier to maintain control of costs and reduce the administrative burden having the function in-house. She noted that while the Department would still like to propose this as a potential solution, the Mayor's Office is currently not interested in entertaining that solution. Vice President Horn questioned as to why the Mayor's Office would not approve of this solution and Director Sofis responded that the Mayor's Office is more interested in having the Department look at outsourcing this function and is focused on reducing the City's structural salary obligations across the City. She noted that the Mayor's Office explained to all Department Heads at a meeting earlier that day, that Departments with discretionary programs (such as grant-making programs) should look at their community programs for cuts and for Departments that have a large salary cost, to look at alternative staffing models.

Director Sofis explained that she was bringing two potential options to the Board for their direction, the first option is to outsource the custodial function. She noted that the other two charitable trust Departments currently outsource their custodial function. Director Sofis also spoke to other large performing arts centers in the area, which do outsource their custodial function, with several reputable firms that specifically support performing arts centers, which include companies like Flagship, that are unionized. She noted that these companies can deploy more workers during show nights and less when needed, and have cost-accounting and scheduling technology, which has been a challenge for the City's Real Estate team, who cannot provide actual cost or track materials. She explained that while the cost savings could be even more with a non-union company, the community response would not be worth the expense. She also hoped that it might be possible for some of the long-term City employees to be hired by the selected company in that case. She noted that if this was the decision, the Department would embark on a public RFP process. She noted that the cost-savings in outsourcing would be similar to that of a transfer-of-function, of approximately \$750K to \$1 million dollars.

Director Sofis explained the other option would be to reduce the frequency of cleaning in the buildings, across the venues, which seemed contrary to the Department's expansion of more shows and having more people on the campus. She noted that the Mayor's Budget Office also asked the Department to consider outsourcing the public safety function as well. She explained that staff is strongly opposed to this option, highlighting the public safety functions that occurred over the week with the San Francisco Teacher's Union which was holding its strike negotiations in the Veterans Building. She told the Mayor's Office that the Department has already been working with a hybrid-model, which has City full-time security staff, supplemented with Treeline security staff, who work the perimeter and patron screening during performances. She asked the Board for their feedback on all these potential options. Vice President Horn told Director Sofis he was very impressed by the way this was laid out and outsourcing custodial makes sense, but also there could be conflict with the resident companies if the Department were to consider a non-union company, and the other Committee members noted their agreement. Director Sofis noted that the Department could include a letter to submit with the budget to advocate the preference of the Department is the transfer of function to the Department. Vice President Horn stated that given what was stated about the efficiencies, the Board may not prefer that option. Trustee Wright asked whether there were custodians who may be close to retirement and questioned how to influence a partner corporation to hire as many of the employees who may be affected by this as possible, including hiring a local firm rather than a

national one. Director Sofis noted that this could be included in the RFP selection process and would look to the Board for oversight and authority to make the final decision. She also noted that it would be an all-or-nothing proposition and would outsource the entirety of the custodial function. This would mean that rather than \$5 million dollars in inter-departmental budget for Real Estate, the Department would instead receive \$4 million dollars in non-personnel services. Director Sofis also reminded the Board that technically the custodians are on the City Administrator's books, so while the Department could indicate a preference for a company who would hire the affected City employees, but in the end the City Administrator has control of whether they choose to redeploy those individuals elsewhere in the Real Estate Division or eliminate the positions. Director Sofis noted that it would be up to the Mayor's Office to decide whether or not they want to ultimately recommend outsourcing, but that the Committee agrees to recommend to the full Board that to achieve the Mayor's budget cuts the Department will propose outsourcing the custodial function, when the budget is submitted to the Mayor on February 23. Director Sofis also noted that the Department is responding to directives from the Mayor's Office, which does not mean that the Mayor's Office in the end will decide this is the option they move forward with.

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

RECOMMENDED, to the Board of Trustees of the War Memorial of San Francisco, that it approve for submission the Department's two-year budget for Fiscal Years 2026-27 and 2027-28, including putting forth the proposal to outsource custodial costs to cover the \$750K in budget cuts.

PUBLIC COMMENT

Public comment is an opportunity for members of the public to directly address the Committee on items within the subject matter jurisdiction of the Budget and Finance Committee, but not on the agenda.

There being no public comment, Chair Muduroglu closed public comment.

ADJOURNMENT

There being no further business to come before the Board, Chair Muduroglu adjourned the meeting at 1:53 p.m.

Francesca Cicero
Board Secretary

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING
Thursday, February 12, 2026

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, February 12, 2026, at 2:01 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 Makras, Trustee Muduroglu, Trustee Newstat, Trustee Pelosi, and Trustee Wright

Absent: Trustee Gatti, Trustee Lam and Trustee Rocco

Staff Present: Kate Sofis, Managing Director; Rob Levin, Assistant 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. 26-05

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the minutes of the Veterans Committee and Regular meetings of January 8, 2026, are hereby approved.

PRESIDENT'S REPORT

President Wilsey shared that the Ballet's Opening Night Gala, was held on January 14, 2026, and their repertory season opened with the world premiere of Yuri Possokhov's *Eugene Onegin* on Friday, January 23, 2026. She noted that Ballet season continues with *Balanchine* which began February 11 and runs through February 15th followed by *The Blake Works*, which runs from February 27 through March 8. She wished the Ballet all the best on the rest of their season.

MANAGING DIRECTOR'S REPORT

Managing Director Kate Sofis reported on the negotiations of the San Francisco Unified School District and the United Educators of San Francisco being held in the Veterans Building during the teachers' strike. She thanked the stage electrician for the Wilsey Center, as well as the public safety, engineering and operations teams for the long hours worked during this time. She also noted that the Herbst Theatre hosted a podcast during the Super Bowl, bringing new audiences to the venues. She also updated the Board on the mansard roof construction that will commence at the Opera House.

ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Rob Levin updated the Board on the new Green Room sound system which was installed in January. He also reported that interviews for the Director of Public Safety role are ongoing.

BOARD SECRETARY'S REPORT

Board Secretary Francesca Cicero reported on the upcoming Ethics filings due in April. She also noted that due to the mansard roof project, there would temporarily be no parking in the back lot until that project is completed.

BUDGET & FINANCE COMMITTEE REPORT

President Wilsey invited Trustee Muduroglu, Chair of the Budget and Finance Committee, to report to the Board on their recommendations.

Proposal to Review Rental Rates Annually. Chair Muduroglu reported that the Budget and Finance Committee recommended that rental rates be reviewed and updated on an annual basis, rather than biannually as is the current practice.

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

RESOLUTION NO. 26-06

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, adopt the recommendation of the Budget and Finance Committee and approve the proposal to review rental rates annually, rather than biannually.

War Memorial Proposed Rental Rates for Fiscal Years 2026-27 and 2027-28: Chair Muduroglu reported that the Budget and Finance Committee recommended approval of the rental rates for the next Fiscal Year 2026-2027, and a forecast for Fiscal Year 2027-2028, which includes a six percent increase for 2026-27, with a forecasted two percent increase for the following year.

Following discussion, on motion of Trustee Makras, seconded by Vice President Horn, the following resolution was unanimously adopted:

RESOLUTION NO. 26-07

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, that it adopt the recommendation of the Budget and Finance Committee and approve for submission the proposed War Memorial Departmental rental rates for Fiscal Year 2026-27.

War Memorial Proposed Departmental Budget for Fiscal Years 2026-27 and 2027-28: Chair Muduroglu reported that the Budget and Finance Committee recommended approval of the two-year Departmental Budget for Fiscal years 2026-27 and 2027-28 for submission, including putting forth the proposal to outsource the custodial function in order to cover the \$750,000 in budget cuts required by the Mayor's Office.

Director Sofis explained that the previously presented baseline budget was subject to a new request from the Mayor's Office to cut \$750,000, since the last meeting. She reported that the Committee discussed options to meet this reduction, noting that core Departmental functions are fully staffed and that significant savings would likely require changes to custodial services. The Mayor's Office has encouraged the Department to consider outsourcing custodial work rather than transferring the function back to the War Memorial. The Committee agreed to recommend proposing custodial outsourcing in the Department's budget submission, while recognizing that the final decision rests with the Mayor's Office. Director Sofis hoped that there would be an incentive for any

company they would engage in the RFP process to consider hiring custodial staff affected by any cuts. She noted that the current allocation from Real Estate is approximately 28 City staff members.

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

RESOLUTION NO. 26-08

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, adopt the recommendations of the Budget and Finance Committee and approve for submission the Department’s two-year budget for Fiscal Years 2026-27 and 2027-28, including putting forth the proposal to outsource custodial costs to cover the \$750K in budget cuts.

REGULAR ITEMS

None.

MISCELLANEOUS CORRESPONDENCE

None.

GOOD AND WELFARE

Trustee Pelosi commended Trustee Gatti on the event held for the Super Bowl at City Hall. 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 2:32 p.m.

Francesca Cicero
Board Secretary

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER
BOOKING SUMMARY FOR MARCH 2026

DAVIES SYMPHONY HALL

Another Planet Entertainment Herbie Hancock	August 17, 2026	\$3,420.00 vs. 10% \$9,750.00
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WAR MEMORIAL OPERA HOUSE

Reality SF Easter Service	April 5, 2026	\$6,405.00
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GREEN ROOM

Greek Consulate National Day Reception	March 25, 2026	\$1,385.00
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Rebuilding Alliance Fundraiser	April 19, 2026	\$1,225.00
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Presidio Dance Gala	June 4, 2026	\$1,225.00
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Mia Short Wedding	July 4, 2026	\$4,350.00
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American Bach Soloists Gala	September 19, 2026	\$1,650.00
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SF Performances Gala	October 2, 2026	\$2,000.00
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First Responders Network Gala	October 28, 2026	\$1,475.00
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Project Color Corps	November 5, 2026	\$1,650.00
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SETI Institute Annual Summit	November 15, 2026	\$2,000.00
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Michael Rosoff/Joselinne Alvarez Wedding	December 19, 2026	\$4,250.00
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Joanna Bolosan Wedding	January 9, 2027	\$4,560.00
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Glen Park Elementary Fundraising Event	March 13, 2027	\$1,810.00
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SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER
BOOKING SUMMARY FOR MARCH 2026

HERBST THEATRE

Reality SF Easter Service Livestream	April 5, 2026	\$1,525.00
Anizav World Art, LLC Performance	April 25, 2026	\$3,050.00
Back Pocket Media Story Fest 2026	June 12, 2026	\$1,525.00
Youth Speaks Performance	July 18, 2026	\$1,620.00
Steamed Powered Giraffe Concert	October 23, 2026	\$3,240.00

WILSEY CENTER

Nixo, Inc. Meeting	March 17, 2026	\$1,800.00
Merola Season Preview	April 13, 2026	\$900.00
City College Performance	April 24-26, 2026	\$2,700.00
Youth Speaks Performance	July 18, 2026	\$1,170.00
SF Contemporary Music Players Performance	February 6, 2027	\$955.00

MISCELLANEOUS SPACES

SFPUC Meeting	February 24, 2026	\$265.00
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**San Francisco War Memorial
FY 2025-26 Revenue Report - February 28, 2026**

Account		FEBRUARY REVENUE	YEAR TO DATE	FY2025-26 Budget	Percent of Budget
FACILITY RENTAL					
435511	Opera House	\$ 127,002.75	\$ 483,038.00	\$ 634,565.00	76%
435512	Green Room	8,232.25	152,623.41	266,741.00	57%
435521	Herbst Theatre	7,386.50	178,708.65	332,281.00	54%
435531	Davies Symphony Hall	5,686.50	476,800.85	823,810.00	58%
435542	Wilsey Center	4,063.00	112,395.50	212,454.00	53%
462891	Zellerbach Rehearsal Hall	1,955.00	149,970.00	280,102.00	54%
	Sub Total	\$ 154,326.00	\$ 1,553,536.41	\$ 2,549,953.00	61%
OFFICE RENTAL					
435517	San Francisco Ballet (OH)	\$ 2,491.47	\$ 19,931.76	\$ 35,174.00	57%
435519	San Francisco Opera (OH)	14,368.96	129,320.64	202,856.00	64%
435539	San Francisco Symphony (DSH)	14,473.80	115,790.40	202,554.00	57%
435540	Veterans Bldg. Office Rent (SFO)	36,216.52	325,948.68	435,295.00	75%
462861	Veterans Building Occupancy Fees	9,403.56	75,228.48	116,144.00	65%
	Sub Total	\$ 76,954.31	\$ 666,219.96	\$ 992,023.00	67%
FOOD/BEVERAGE CONCESSIONS					
435611	Opera House	\$ 30,138.19	\$ 283,193.68	\$ 475,924.00	60%
435621	Herbst Theatre	1,223.41	35,852.24		N/A
435631	Davies Symphony Hall	20,948.28	181,407.39	273,776.00	66%
	Sub Total	\$ 52,309.88	\$ 500,453.31	\$ 749,700.00	67%
PROGRAM CONCESSIONS					
435612	Opera House	\$ -	\$ 13,975.33	\$ 8,636.00	162%
435622	Herbst Theatre	44.60	2,077.17		N/A
435632	Davies Symphony Hall	66.84	26,948.67	6,098.00	442%
	Sub Total	\$ 111.44	\$ 43,001.17	\$ 14,734.00	292%
MISCELLANEOUS REVENUE					
435232	Parking Fees	\$ 1,130.50	\$ 37,402.25	\$ 60,280.00	62%
462871	Patron Screening Fees	-	115,419.83	600,000.00	19%
462899	Miscellaneous Revenue	7,943.25	115,199.52	205,177.00	45%
469999	Other Operating Revenue	-	70,459.34	-	N/A
479999	Other Non-Operating Revenue	23,180.24	62,047.86	-	N/A
	Sub Total	\$ 32,253.99	\$ 400,528.80	\$ 865,457.00	46%
	GROSS REVENUE	\$ 315,955.62	\$ 3,163,739.65	\$ 5,171,867.00	61%
	Additional Reserve Fund Revenue	\$ 51,666.22	\$ 526,871.24		
	NET REVENUE	\$ 367,621.84	\$ 3,690,610.89		

San Francisco War Memorial			
Operating Account - 14670			
FY 2025 - 2026 Appropriations Report - February 28, 2026			
DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Permanent Salaries	\$ 7,366,925	\$ 4,273,359	\$ 3,093,566
Premium Pay	\$ 153,945	\$ 94,170	\$ 59,775
Temporary Salaries	\$ 584,196	\$ 451,108	\$ 133,088
Holiday	\$ 102,799	\$ 91,648	\$ 11,151
Overtime	\$ 254,732	\$ 226,205	\$ 28,527
One-Time Salaries Payments	\$ -	\$ 66,205	\$ (66,205)
Mandatory Fringe Benefits	\$ 3,650,688	\$ 2,232,563	\$ 1,418,125
Sub Total	\$ 12,113,285	\$ 7,435,258	\$ 4,678,027
Fees_Other	\$ 100	\$ 100	\$ -
Training	\$ 5,137	\$ 8,137	\$ (3,000)
Employee_Expenses	\$ 3,000	\$ -	\$ 3,000
Membership_Fees	\$ -	\$ 3,800	\$ (3,800)
Profesional_Special_Services	\$ 19,531	\$ 407,964	\$ (388,433)
Maintenance_Services_Build_Struct	\$ 941,274	\$ 685,472	\$ 255,803
Maintenance_Services_Equipment	\$ 48,705	\$ 16,526	\$ 32,179
Rent/Lease-Building/Structure	\$ -	\$ 17,800	\$ (17,800)
Rent_Lease_Equipment	\$ 6,403	\$ 53,484	\$ (47,081)
Other Current Expenses	\$ 16,476	\$ 28,434	\$ (11,957)
Taxes_Licenses_Permits	\$ 189,732	\$ 5,755	\$ 183,977
Utilities_Telephone	\$ -	\$ -	\$ -
Sub Total	\$ 1,230,358	\$ 1,227,471	\$ 2,887
Materials & Supplies	\$ 594,875	\$ 439,345	\$ 155,530
Human Resources Modernization	\$ 3,791	\$ 1,896	\$ 1,896
Diversity Equity Inclusion	\$ 1,371	\$ 686	\$ 686
GF-PUC-Light Heat & Power	\$ 3,072,981	\$ 1,225,308	\$ 1,847,673
PUC Sewer Service Charges	\$ 141,849	\$ 86,564	\$ 55,285
Ef-PUC-Water Charges	\$ 98,800	\$ 63,542	\$ 35,258
DT Technology Infrastructure	\$ 178,082	\$ 89,041	\$ 89,041
GF-City Attorney-Legal Service	\$ 86,122	\$ 33,574	\$ 52,548
DT Enterprise Tech Contracts	\$ 28,353	\$ -	\$ 28,353
DT Telecommunications Services	\$ 33,204	\$ 19,087	\$ 14,117
GF-GSA-Facilities Mgmt Svcs	\$ 4,887,787	\$ 2,195,762	\$ 2,692,025
GF-HR-Equal Emplymnt Opportuni	\$ 15,500	\$ 7,750	\$ 7,750
GF-HRD-SPECIALPROJECTS WO	\$ 280,689	\$ 127,314	\$ 153,375
GF-HR-Mgmt Training	\$ 21,064	\$ 745	\$ 20,319
GF-HR-Workers' Comp Claims	\$ 165,407	\$ 104,676	\$ 60,731
GF-HR-Employmnt Services	\$ 15,067	\$ 7,534	\$ 7,534
GF-Chs-Toxic Waste&Haz Mat Svc	\$ 8,181	\$ 628	\$ 7,554
Is-Purch-Reproduction	\$ 2,000	\$ -	\$ 2,000
GF-Rec & Park-Gardener	\$ 198,668	\$ 96,219	\$ 102,449
GF-Mental Health	\$ 1,581	\$ -	\$ 1,581
Is-Purch-Centrl Shop-FuelStock	\$ 1,021	\$ 1,021	\$ -
GF-Purch-General Office	\$ 45,952	\$ 20,115	\$ 25,837
Sub Total	\$ 9,287,470	\$ 4,081,459	\$ 5,206,011
TOTAL OPERATING	\$ 23,225,988	\$ 13,183,533	\$ 10,042,456
Annual Capital Improvement Project	\$ 733,695	\$ 611,348	\$ 122,347
GRAND TOTAL	\$ 23,959,683	\$ 13,794,880	\$ 10,164,803
Debt Service	\$ 9,072,505	\$ 8,925,568	\$ 146,937
War Memorial Reserve	\$ 1,808,147	\$ 1,340,550	\$ 467,597
Concessions Equip. Repl. Fund	\$ 33,290	\$ 29,022	\$ 4,268

THE POSTCARD AS WARTIME INFLUENCERS



AT THE TURN OF THE 20th CENTURY, THE POSTCARD WAS AN INEXPENSIVE, WIDELY POPULAR, MESSAGING MEDIUM. THEY PROVIDED PUBLIC PARTICIPATION IN DEBATES ABOUT PRESSING SOCIAL AND POLITICAL ISSUES OF THE TIMES.

POSTCARDS ARE FREQUENTLY REFERRED TO AS THE ORIGINAL 'INSTAGRAM, TIKTOK, AND X, OUR TWENTY-FIRST CENTURY INFLUENCERS..

INTERNATIONAL MAIL SYSTEMS PROVIDED THEIR DISTRIBUTION ON A GLOBAL SCALE. BY THE EVE OF WW I, MILLIONS OF POSTCARDS WERE BEING SENT AROUND THE WORLD.

THE POSTCARD'S SMALL SCALE FORMAT, WITH LIMITED SPACE FOR IMAGES AND MESSAGES, PROVED THEM POPULAR AND PERSUASIVE.

THE SUCCESS OF POSTCARDS AS A MEANS OF A POTENT GLOBAL COMMUNICATOR ATTRACTED THE ATTENTION OF GLOBAL 'INFLUENCERS' OF THE DAY: THE PROPAGANDA PRODUCERS. THEY QUICKLY TRANSFORMED THE POSTCARD INTO AN EQUALLY POTENT AGENT FOR POLITICAL IDEOLOGY.

BY THE BEGINNING OF WW I, (1914), POSTCARDS BECAME A REQUISITE TOOL OF THE MODERN STATES. INTERNATIONAL GOVERNMENTS AND THEIR MILITARIES TOOK ADVANTAGE OF THIS NEW, GLOBAL MEDIUM, TO STIR PATRIOTISM, PERSUADE CIVILIANS TO BECOME SOLDIERS AND ROUSE THE PUBLIC TO JOIN COMMON CAUSES.



3

VETERANS COMMEMORATION COMMITTEE PROPOSES:

TWO, 90“ X 90” BANNER EXHIBIT FOR THE MEMORIAL VETERANS BUILDING LOBBY INSTALLED ON THE CENTER TWO PILLARS, ALONG THE EASTERN WALL. THE BANNERS WOULD UTILIZE THE EXISTING CABLES FOR INSTALLATION.

THE EXHIBIT WOULD BE INSTALLED IN THE LOBBY BY MEMORIAL DAY, 2026. WITH NO ‘TEXT EXPIRATION DATE, IT COULD REMAIN IN PLACE OR REINSTALLED ON THE SECOND FLOOR, WESTERN HALLWAY.

EXHIBIT DESIGN AND THEME ARE CONSISTENT WITH VETERANS AND OPERA BUILDING’S WWI ORIGIN STORIES, AND WWI/WWII BANNER EXHIBITS, NOW ON DISPLAY ALONG THE VENTERANS BUILDING SECOND FLOOR, NORTH AND SOUTH HALLWAYS.

SUGGESTED BUDGET AND SCOPE:

COMMITTEE PROJECT DIRECTOR WOULD OVERSEE DESIGN and PRODUCTION OF TWO 90” X 90” BANNERS PREPARED FOR INSTALLATION BY WMVB STAFF IN THE MAIN LOBBY, CENTER TWO, EAST PILLARS , PRIOR TO MEMORIAL DAY, 2026.

4

EXHIBIT BUDGET:

PRINTING/DELIVERY BY ARC, \$1414.30

PROJECT DIRECTOR'S FEE, 6 HOURS @ \$150 PER, MAX \$900.00. BANNER FILES FOR PRINTING, MAX \$500.

ANY COSTS OVER PROPOSED BUDGET WILL BE PROVIDED BY PROJECT DIRECTOR.

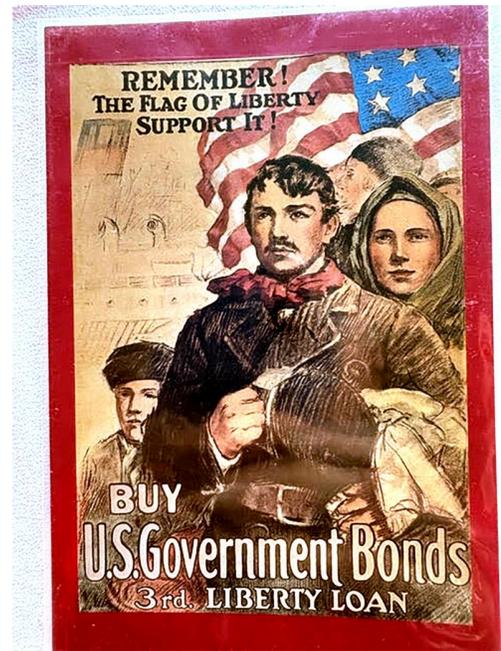
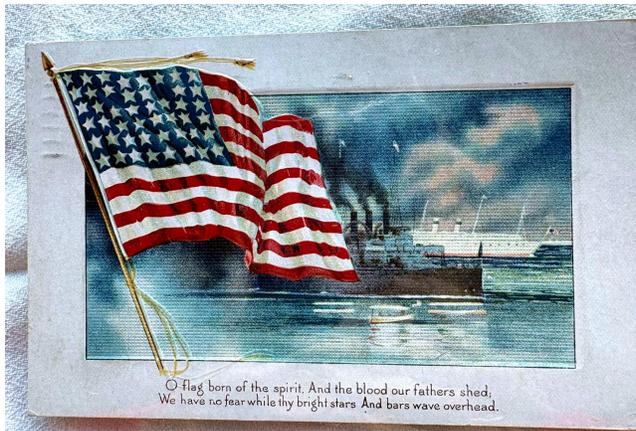
BANNER PRODUCTION BUDGET:

ARC PRINTING,	\$1414.30
PROJECT DIRECTOR \$	900.00
PRINTFILES/IMAGES \$	500.00
TOTAL	\$2814.30

KEN MALEY
PROJECT DIRECTOR
kenmqley@gmail.com
415 956-1069

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THE EXHIBIT WOULD BE ILLUSTRATED WITH SIMILAR VINTAGE POSTCARDS.



<END>

