

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

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, March 12, 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 Gatti Trustee Kopp, Trustee Lam, Trustee Makras, Trustee Muduroglu, Trustee Newstat, Trustee Rocco and Trustee Wright
- Absent: Trustee Pelosi
- 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**

After Trustee Kopp offered some non-substantive grammatical amendments to the minutes, on motion of Trustee Gatti, seconded by Trustee Newstat, the following resolution was unanimously adopted:

**RESOLUTION NO. 26-09**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco the minutes of the Budget and Finance Committee meetings of January 27, 2026 and February 12, 2026, and the February 12, 2026, Regular meeting, are hereby approved.

**PRESIDENT’S REPORT**

No updates.

**MANAGING DIRECTOR'S REPORT**

Managing Director Kate Sofis reported on the War Memorial nightlife “takeover” of the California Academy of Sciences on February 26, 2026, in partnership with the Ballet, Symphony and Opera. The event brought over 700+ attendees to engage with interactive exhibits. She also reported on the interview process currently in the final stage for the Director of Public Safety role. Director Sofis and Board Secretary Cicero also reported on the two overlapping Charter reform amendments that have been circulated by the Commission Streamlining Commission (Prop. E) and the Mayor’s office. The Board discussed attending the Board of Supervisors meeting which will discuss the Prop. E proposed charter amendment on Tuesday, March 17 at 3pm.

## ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Rob Levin updated the Board on the mansard roof replacement. He also reported that the American Legion War Memorial Commission completed the request to update the organizational information and tax identification numbers for the veterans organizations occupying space on the second floor of the Veterans Building, as requested in the January Board meeting.

## BOARD SECRETARY'S REPORT

Board Secretary Francesca Cicero reported on the upcoming Ethics filings due in April.

### REGULAR ITEMS

**Departmental Budget Updates.** Director Sofis updated the Board on the submission of the budget to the Mayor's office, which included recommendations on how the Department might be able to make up the \$750,000 in targeted cuts to general fund support. She explained that the Department has worked with Real Estate to optimize cleaning schedules, to focus primarily on public-facing spaces and venues. She noted that this should save the Department approximately \$750,000 from the work order with Real Estate. She also explained that the City is looking to reduce the structural costs of salaries and benefits, which will lead to an overall reduction in the number of positions across the City. She noted that the Mayor's office has recognized the Department for outsourcing the Department's human resources function to the Department of Human Resources and the IT function to the Department of Information Technology. She explained that no decisions have been made by the Mayor's office yet.

**War Memorial and Performing Arts Center Branding:** President Wilsey stated that as part of the ongoing work to look at the best ways to market the performing arts venues, she referred discussion of the War Memorial and Performing Arts Center's brand identity and strategy to the Marketing and Community Engagement Committee and requested that the Committee meet to review and consider recommendations to the full Board.

**Proposal for Banners in the Veterans Building Lobby:** Assistant Managing Director Rob Levin presented a concept proposed by Ken Maley, a veteran who has worked on previous banners in the Veterans Building, of "*Postcards as Wartime Influencers*." The display would include two 90 x 90 banners to be mounted in the Veterans Building lobby by Memorial Day and will be up in the lobby for a period of 30 days. Director Sofis noted this project would be utilizing the final remaining funds in the restricted account for World War I and II commemoration being held in the San Francisco Performing Arts Center Foundation.

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

### RESOLUTION NO. 26-10

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the proposed banner display "*Postcards as Wartime Influencers*" to be displayed in the Veterans Building Lobby for a period of 30 days, inclusive of Memorial Day, is hereby approved.

### MISCELLANEOUS CORRESPONDENCE

None.

### GOOD AND WELFARE

Trustee Gatti raised a question regarding the feasibility of closing off Grove Street for the Ballet to hold a Nutcracker holiday market. The Board decided it was better to agendize this topic for discussion next month. 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 3:03 p.m.

Francesca Cicero  
Board Secretary

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

**DAVIES SYMPHONY HALL**

UCSF School of Pharmacy Ceremony	May 19, 2026	\$4,655.00
UCSF School of Medicine Graduation	May 20, 2026	\$4,200.00

**WAR MEMORIAL OPERA HOUSE**

Innovation Arts Entertainment The Rock Orchestra by Candlelight	September 28, 2026	\$3,420.00 vs. 10% \$9,750.00
Innovation Arts Entertainment David Sedaris	November 14, 2026	\$3,420.00 vs. 10% \$9,750.00

**GREEN ROOM**

San Francisco Opera Opera Ball Photoshoot	April 8, 2026	\$420.00
Minds Matter San Francisco Volunteer Recruitment & Social	April 18, 2026	\$1,825.00
California Bank & Trust, San Francisco Commercial Banking Group Non-Profit Panel & Lunch	April 22, 2026	\$2,650.00
Oakland Ballet Panel Discussion	May 5, 2026	\$1,225.00
Kids Teach Tech Share the Power Awards	May 17, 2025	\$1,225.00
Western Round Up Living Sober Queer Gala	May 23, 2026	\$1,470.00
Office of Labor Standards & Enforcement Prevailing Wage Labor Compliance Event	June 18, 2026	\$1,705.00
American India Foundation Charity Gala	August 29, 2026	\$1,980.00
ASCE Annual Meeting & Awards Dinner	September 18, 2026	\$1,470.00
Dance Film SF Post Reception	September 25, 2026	\$1,300.00

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

**BOOKING SUMMARY FOR APRIL 2026**

**GREEN ROOM (cont.)**

La Raza Centro Legal Gala	October 9, 2026	\$1,810.00
Mission Economic Development Agency Gala	October 16, 2026	\$1,470.00

**HERBST THEATRE**

Healing Spirit Film/Photo	April 22, 2026	\$1,365.00
UCSF School of Medicine Commencement	August 7, 2026	\$1,195.00
Gapa Fund Runway	August 22, 2026	\$1,620.00
Dance Film SF Film Screening	September 25, 2026	\$1,620.00
Twirling Princess Bravo Bash	December 6, 2026	\$1,620.00
American Bach Soloists New Years Opera	December 31, 2026	\$1,620.00
SF Conservatory of Music Graduation	May 19, 2028	\$1,620.00
Drew School Graduation	June 1, 2028	\$1,620.00

**WILSEY CENTER**

SF Contemporary Music Players Performance	April 11, 2026	\$900.00
Melodique Performance	May 2, 2026	\$900.00
SF Opera Guild Opera Scouts Meeting	October 19, 2026	\$280.00
SF Opera Guild Opera Scouts Meeting	January 25, 2027	\$280.00
SF Opera Guild Opera Scouts Meeting	February 22, 2027	\$280.00

San Francisco War Memorial			
Operating Account - 14670			
FY 2025 - 2026 Appropriations Report - March 31, 2026			
DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Permanent Salaries	\$ 7,366,925	\$ 4,811,562	\$ 2,555,363
Premium Pay	\$ 153,945	\$ 105,266	\$ 48,679
Temporary Salaries	\$ 584,196	\$ 511,935	\$ 72,261
Holiday	\$ 102,799	\$ 100,804	\$ 1,995
Overtime	\$ 254,732	\$ 250,396	\$ 4,336
One-Time Salaries Payments	\$ -	\$ 66,205	\$ (66,205)
Mandatory Fringe Benefits	\$ 3,650,688	\$ 2,525,727	\$ 1,124,961
<b>Sub Total</b>	<b>\$ 12,113,285</b>	<b>\$ 8,371,896</b>	<b>\$ 3,741,389</b>
Fees_Other	\$ 100	\$ 100	\$ -
Training	\$ 5,137	\$ 3,000	\$ 2,137
Employee_Expenses	\$ 3,000	\$ -	\$ 3,000
Membership_Fees	\$ -	\$ 3,800	\$ (3,800)
Profesional_Special_Services	\$ 19,531	\$ 407,597	\$ (388,067)
Maintenance_Services_Build_Struct	\$ 941,274	\$ 684,268	\$ 257,006
Maintenance_Services_Equipment	\$ 48,705	\$ 16,526	\$ 32,179
Rent/Lease-Building/Structure	\$ -	\$ 17,800	\$ (17,800)
Rent_Lease_Equipment	\$ 6,403	\$ 52,178	\$ (45,775)
Other Current Expenses	\$ 16,476	\$ 26,740	\$ (10,263)
Taxes_Licenses_Permits	\$ 189,732	\$ 7,499	\$ 182,233
Utilities_Telephone	\$ -	\$ -	\$ -
<b>Sub Total</b>	<b>\$ 1,230,358</b>	<b>\$ 1,219,507</b>	<b>\$ 10,851</b>
Materials & Supplies	\$ 594,875	\$ 478,681	\$ 116,194
Human Resources Modernization	\$ 3,791	\$ 1,896	\$ 1,896
Diversity Equity Inclusion	\$ 1,371	\$ 686	\$ 686
GF-PUC-Light Heat & Power	\$ 3,072,981	\$ 1,382,967	\$ 1,690,014
PUC Sewer Service Charges	\$ 141,849	\$ 95,920	\$ 45,929
Ef-PUC-Water Charges	\$ 98,800	\$ 70,391	\$ 28,409
DT Technology Infrastructure	\$ 178,082	\$ 133,562	\$ 44,521
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-Centr Shop-FuelStock	\$ 1,021	\$ 1,021	\$ -
GF-Purch-General Office	\$ 45,952	\$ 20,115	\$ 25,837
<b>Sub Total</b>	<b>\$ 9,287,470</b>	<b>\$ 4,328,197</b>	<b>\$ 4,959,273</b>
<b>TOTAL OPERATING</b>	<b>\$ 23,225,988</b>	<b>\$ 14,398,281</b>	<b>\$ 8,827,707</b>
Annual Capital Improvement Project	\$ 733,695	\$ 698,419	\$ 35,276
<b>GRAND TOTAL</b>	<b>\$ 23,959,683</b>	<b>\$ 15,096,700</b>	<b>\$ 8,862,983</b>
Debt Service	\$ 9,072,505	\$ 8,925,568	\$ 146,937
War Memorial Reserve	\$ 1,808,147	\$ 1,479,822	\$ 328,325
Concessions Equip. Repl. Fund	\$ 33,290	\$ 24,822	\$ 8,468

**San Francisco War Memorial  
FY 2025-26 Revenue Report - March 31, 2026**

Account		MARCH REVENUE	YEAR TO DATE	FY2025-26 Budget	Percent of Budget
<b>FACILITY RENTAL</b>					
435511	Opera House	\$ 33,813.00	\$ 516,851.00	\$ 634,565.00	81%
435512	Green Room	10,735.25	163,358.66	266,741.00	61%
435521	Herbst Theatre	19,621.50	198,330.15	332,281.00	60%
435531	Davies Symphony Hall	31,447.50	508,248.35	823,810.00	62%
435542	Wilsey Center	2,690.25	115,085.75	212,454.00	54%
462891	Zellerbach Rehearsal Hall	40,514.00	190,484.00	280,102.00	68%
	<b>Sub Total</b>	<b>\$ 138,821.50</b>	<b>\$ 1,692,357.91</b>	<b>\$ 2,549,953.00</b>	<b>66%</b>
<b>OFFICE RENTAL</b>					
435517	San Francisco Ballet (OH)	\$ 2,931.14	\$ 22,862.90	\$ 35,174.00	65%
435519	San Francisco Opera (OH)	14,368.96	143,689.60	202,856.00	71%
435539	San Francisco Symphony (DSH)	17,028.00	132,818.40	202,554.00	66%
435540	Veterans Bldg. Office Rent (SFO)	36,216.52	362,165.20	435,295.00	83%
462861	Veterans Building Occupancy Fees	11,063.01	86,291.49	116,144.00	74%
	<b>Sub Total</b>	<b>\$ 81,607.63</b>	<b>\$ 747,827.59</b>	<b>\$ 992,023.00</b>	<b>75%</b>
<b>FOOD/BEVERAGE CONCESSIONS</b>					
435611	Opera House	\$ 28,147.19	\$ 311,340.87	\$ 475,924.00	65%
435621	Herbst Theatre	2,773.35	38,625.59		N/A
435631	Davies Symphony Hall	15,595.19	197,002.58	273,776.00	72%
	<b>Sub Total</b>	<b>\$ 46,515.73</b>	<b>\$ 546,969.04</b>	<b>\$ 749,700.00</b>	<b>73%</b>
<b>PROGRAM CONCESSIONS</b>					
435612	Opera House	\$ 39,374.80	\$ 53,350.13	\$ 8,636.00	618%
435622	Herbst Theatre	782.90	2,860.07		N/A
435632	Davies Symphony Hall	1,093.99	28,042.66	6,098.00	460%
	<b>Sub Total</b>	<b>\$ 41,251.69</b>	<b>\$ 84,252.86</b>	<b>\$ 14,734.00</b>	<b>572%</b>
<b>MISCELLANEOUS REVENUE</b>					
435232	Parking Fees	\$ 3,225.25	\$ 40,627.50	\$ 60,280.00	67%
462871	Patron Screening Fees	31,777.00	147,196.83	600,000.00	25%
462899	Miscellaneous Revenue	17,238.30	132,437.82	205,177.00	45%
469999	Other Operating Revenue	-	70,459.34	-	N/A
479999	Other Non-Operating Revenue	-	62,047.86	-	N/A
	<b>Sub Total</b>	<b>\$ 52,240.55</b>	<b>\$ 452,769.35</b>	<b>\$ 865,457.00</b>	<b>52%</b>
	<b>GROSS REVENUE</b>	<b>\$ 360,437.10</b>	<b>\$ 3,524,176.75</b>	<b>\$ 5,171,867.00</b>	<b>68%</b>
	Additional Reserve Fund Revenue	\$ 33,780.86	\$ 560,652.10		
	<b>NET REVENUE</b>	<b>\$ 394,217.96</b>	<b>\$ 4,084,828.85</b>		

**Mayor Lurie/President Mandelman Charter Amendment Proposal Includes:**

DEPARTMENT	MEMBERS	APPOINTING OFFICER	TERM LENGTH	TERM LIMITS	MEMBER REMOVAL	HIRING & FIRING AUTHORITY	EXEC. BRANCH REORG. (Sec. 4.132(d))	Executive Compensation*	Non-Profit*
<b>War Memorial</b>	11	Mayor	4 years	None	For Cause <b>At-Will</b>	Appoint/Remove Managing Director <b>Remove Department Head Hiring/Firing Authority (moves to Mayor)</b>	Mayor <b>can</b> transfer duties to another Department	<b>Cannot</b> accept contributions to supplement executive comp.	<b>No explicit right</b> to have support from non-profit
<b>Fine Arts Museums</b>	Up to 62	FAM Board of Trustees	3 years	None	For Cause <b>At-will</b>	Appoint/Remove Museum Director	Mayor cannot transfer the duties to another department	Can accept contributions \$ to supplement executive comp.	Explicit right to have supporting non-profit
<b>Asian Art Museum</b>	27	Mayor	3 years	None	For Cause <b>At-will</b>	Appoint/Remove Museum Executive Director	Mayor cannot transfer the duties to another department	Can accept contributions \$ to supplement executive comp.	Explicit right to have supportive non-profit

- This chart only outlines differences in the Mayor’s proposal (not the Commission Streamlining (Prop. E Proposal- next page)
- The Mayor’s proposal leaves Charter Sections 5.104 (Asian Art) and 5.105 (Fine Arts) unchanged, so the final two greyed-out columns show the pre-existing differences between the three departments (left unchanged by the Mayor’s proposal).

**Commission Streamlining Task Force (Prop. E) Proposal Includes:**

DEPARTMENT	MEMBERS	APPOINTING OFFICER	TERM LENGTH	TERM LIMITS	MEMBER REMOVAL	HIRING & FIRING AUTHORITY	EXEC. BRANCH REORG. (Sec. 4.132(d))	Executive Compensation*	Non-Profit*
<b>War Memorial</b>	11	Mayor	4 years	None	For Cause <b>At-Will</b>	Managing Director Hiring /Firing <b>Remove Department Head Hiring/Firing Authority</b>	N/A	<b>Cannot</b> accept contributions to supplement executive comp.	<b>No explicit right</b> to have support from non-profit
<b>Fine Arts Museums</b>	<del>Up to 62</del> <b>Up to 20</b>	FAM Board of Trustees	3 years	None	For Cause <b>At-will</b>	Retain Museum Director Hiring/Firing	N/A	Can accept contributions \$ to supplement executive comp.	Explicit right to have supporting non-profit
<b>Asian Art Museums</b>	27	Mayor	3 years	None	For Cause <b>At-will</b>	Retain Museum Executive Director Hiring/Firing	N/A	Can accept contributions \$ to supplement executive comp.	Explicit right to have supportive non-profit

- Executive compensation and right to a supportive non-profit are pre-existing differences in the Charter and remain unchanged in the Commission Streamlining Task Force’s proposal as well

Charter Reform Proposals NOT Yet Included in Mayoral Charter Amendment Proposal

1. Type of Change	2. Charter Section	2a. Charter Section Title	3. Description of Change	4. Why Change Is Needed	5. Priority Level	6. Intended Impacts				
						Saves Time	Saves Money	Improves Services	Removes Outdated References	Provides Flexibility
Clean-up	Section 5.106	The War Memorial and Performing Arts Center	Add language to have WAR's own 50-year old non-profit Foundation treated identially those of FAM and AAM. The exact proposed language is identical to what is already in the Charter for the other two Charitable Trust Departments: <i>"The Board may enter into agreements with a not-for-profit or other legal entity to develop or operate the performing arts center and to raise and maintain funds for the performing arts center's support ."</i>	The War Memorial's 50-year old Foundation is a critical operating partner - 100% of the growing "Outside Licensee" business is managed by the Foundation, which in turn drives the Department's earned income. In addition, the Foundation raises funds and make important gifts to the Department, particularly around theatrical equipment replacement and upgrade purchases that are substantia.l but not typically supported ty the City's general fund or capital fund allocations. However, with recent changes and updates to ethics laws, but not having this key language in the Charter, the Department is now running a significant risk that these gifts and the business relationship between the Foundation and the Department could be characterized as prohibited and illegal. With this cleanup, WAR would be treated identically in the new Ethics laws to FAM and AAM. We remove the risk that WAR's Foundation is considered a restricted source. Conversely, the Department simply cannot run the performing arts center without our Foundation operating partner.	High	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

1. Type of Change	2. Charter Section	2a. Charter Section Title	3. Description of Change	4. Why Change Is Needed	5. Priority Level	6. Intended Impacts				
						Saves Time	Saves Money	Improves Services	Removes Outdated References	Provides Flexibility
Clean-up	Section 5.106	The War Memorial and Performing Arts Center	Add language to have WAR's own non-profit Foundation treated identially those of FAM and AAM, to enable WAR's own non-profit Foundation be permitted to employ or contribute to the compensation of Department executives (including the Managing Director and Assistant Managing Director) responsible for managing the Foundation and Foundation employees. Proposed language: <i>"The governing board may accept and utilize contributions to supplement or pay for the salaries and benefits of the Managing Director and other executive positions as may be necessary in order to establish competitive compensation, provided that only compensation established pursuant to the salary provisions of this Charter shall be considered for Retirement System purposes."</i> This change would not compel our Foundation to augment salaries, but it would give them the legal authority should they wish to do so in the future. This change would also remove the current prohibition of Department executives to also be employees of the Foundation, even if for a nominal salary, so that these executives could hire/fire and direct Foundation employees without running afoul of both ethics and DHR policies.	The San Francisco Performing Arts Center Foundation is increasingly taking on more of War Memorial's business (outside licensees). It currently employs more than 100 individuals and has also begun to engage in marketing and new business development. All of these activities are collectively overseen by WAR's Managing and Assistant Managing Directors, neither of whom are currently permitted to also be employees of the Foundation (unlike Department Executives of FAM and AAM). In addition, the Foundation cannot participate in compensating the Managing Director or other executives (the Assistant Managing Director). This presents several issues as the Performing Arts Center is seeking to grow it's non-Department business. In the immediate term, Department executives are hiring, firing, and managing employees which they have no legal employment relationship to. Current ethics laws also preclude the Foundation from paying for certain expenses related to the business - such as traveling to meet with new presenters - for Department executives. Longer term, the inability for the Foundation to raise funds to augment the salaries of Department executives should it so choose- unlike both FAM and AAM - will over time make WAR less competitive when seeking to attract and retain seasoned Performing Arts Center executives as the Performing Arts Center now competes for talent on a national scale.	High	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>