

San Francisco War Memorial			
Operating Account - 14670			
FY 2025 - 2026 Appropriations Report - April 30, 2026			
DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
Permanent Salaries	\$ 7,366,925	\$ 5,337,947	\$ 2,028,978
Premium Pay	\$ 153,945	\$ 116,811	\$ 37,134
Temporary Salaries	\$ 584,196	\$ 576,735	\$ 7,461
Holiday	\$ 102,799	\$ 100,804	\$ 1,995
Overtime	\$ 254,732	\$ 274,523	\$ (19,791)
One-Time Salaries Payments	\$ -	\$ 66,205	\$ (66,205)
Mandatory Fringe Benefits	\$ 3,650,688	\$ 2,814,585	\$ 836,103
Sub Total	\$ 12,113,285	\$ 9,287,612	\$ 2,825,673
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	\$ 688,719	\$ 252,555
Maintenance_Services_Equipment	\$ 48,705	\$ 21,396	\$ 27,309
Rent/Lease-Building/Structure	\$ -	\$ 17,800	\$ (17,800)
Rent_Lease_Equipment	\$ 6,403	\$ 52,178	\$ (45,775)
Other Current Expenses	\$ 16,476	\$ 26,709	\$ (10,233)
Taxes_Licenses_Permits	\$ 189,732	\$ 7,611	\$ 182,121
Utilities_Telephone	\$ -	\$ -	\$ -
Sub Total	\$ 1,230,358	\$ 1,228,909	\$ 1,449
Materials & Supplies	\$ 594,875	\$ 513,791	\$ 81,084
Human Resources Modernization	\$ 3,791	\$ 2,843	\$ 948
Diversity Equity Inclusion	\$ 1,371	\$ 1,028	\$ 343
GF-PUC-Light Heat & Power	\$ 3,072,981	\$ 1,536,879	\$ 1,536,102
PUC Sewer Service Charges	\$ 141,849	\$ 104,403	\$ 37,446
Ef-PUC-Water Charges	\$ 98,800	\$ 76,601	\$ 22,199
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	\$ 29,251	\$ 3,953
GF-GSA-Facilities Mgmt Svcs	\$ 4,887,787	\$ 3,448,048	\$ 1,439,739
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	\$ 1,825	\$ 19,239
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	\$ 1,632	\$ 6,550
Is-Purch-Reproduction	\$ 2,000	\$ -	\$ 2,000
GF-Rec & Park-Gardener	\$ 198,668	\$ 148,805	\$ 49,863
GF-Mental Health	\$ 1,581	\$ -	\$ 1,581
Is-Purch-Centrl Shop-FuelStock	\$ 1,021	\$ 1,021	\$ -
GF-Purch-General Office	\$ 45,952	\$ 28,701	\$ 17,251
Sub Total	\$ 9,287,470	\$ 5,823,799	\$ 3,463,670
TOTAL OPERATING	\$ 23,225,988	\$ 16,854,111	\$ 6,371,877
Annual Capital Improvement Project	\$ 733,695	\$ 718,381	\$ 15,314
GRAND TOTAL	\$ 23,959,683	\$ 17,572,492	\$ 6,387,191
Debt Service	\$ 9,072,505	\$ 8,925,568	\$ 146,937
War Memorial Reserve	\$ 1,808,147	\$ 1,520,323	\$ 287,823
Concessions Equip. Repl. Fund	\$ 33,290	\$ 27,571	\$ 5,719

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

BOOKING SUMMARY FOR MAY 2026

DAVIES SYMPHONY HALL

Curtis Uemura Photoshoot	June 7, 2026	\$420.00
Zade Inc Zade Dirani Live in Concert	September 21, 2026	\$3,420.00 vs. 10% \$9,750.00
Lab 38 LLC Vienna Royal Orchestra	October 13, 2026	\$3,420.00 vs. 10% \$9,750.00
SF JAZZ Julian Lage	October 19, 2026	\$3,420.00 vs. 10% \$9,750.00
The Wild Faery Company Attack on Titan – Symphony from Paradis	April 12, 2027	\$3,420.00 vs. 10% \$9,750.00

ZELLERBACH REHEARSAL HALL

Philharmonia Baroque Orchestra Rehearsals	July 6 – 19, 2026	\$6,240.00
--	-------------------	------------

GREEN ROOM

Young Women’s Freedom Center Celebration of Life	April 26, 2026	\$1,225.00
Structural Engineers Association of Northern California Awards Ceremony	May 12, 2026	\$2,450.00
Deb Gives Graduation Celebration	June 6, 2026	\$1,225.00
SF Photography Alliance Awards Ceremony	June 7, 2026	\$1,225.00
Portuguese Consulate National Day Celebration	June 8, 2026	\$1,225.00
Hewlett Foundation	June 10, 2026	\$1,225.00
UCSF Departments of Pathology & Medicine Graduation	June 12, 2026	\$1,300.00
Sudesh Sadu Gala	June 19, 2026	\$3,500.00
Jewish Film Institute 46 th Annual SF Jewish Film Festival Opening Night Party	July 16, 2026	\$1,300.00

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

GREEN ROOM (cont.)

Korean Consulate National Day Celebration	October 5, 2026	\$1,300.00
Center for Empowered Politics Education Fund 20 th Anniversary Celebration	November 17, 2026	\$1,300.00
HealthRight360 Fundraising Breakfast	December 2-3, 2026	\$2,600.00
Sabrina Faizi Wedding	August 14, 2027	\$4,205.00
Alex & Maxim Wedding	September 4, 2027	\$4,095.00
Supriya Sanjay Wedding	September 18, 2027	\$3,465.00
InterMusic SF Music Day	October 24, 2027	\$1,325.00
Aaron Groner	January 22, 2028	\$3,675.00

HERBST THEATRE

Frankly Speaking Films Documentary Filming	May 2, 2026	\$1,575.00
Jewish Film Institute 46 th Annual SF Jewish Film Festival Opening Night Screening	July 16, 2026	\$1,620.00
Event Cartel The Maids (Theatrical Play)	October 20, 2026	\$3,240.00
Cherry Orchard Festival Formidable! Aznavour	December 3, 2026	\$1,620.00
Gapa Fund Runway 2027	September 18, 2027	\$1,900.00
InterMusic SF Music Day	October 24, 2027	\$1,650.00
Twirling Princess Bravo Bash	June 4, 2028	\$3,240.00
Star Dance Performance	June 15 – 17, 2028	\$9,720.00

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

WILSEY CENTER

Delanie Christman Wedding	August 8, 2026	\$2,340.00
InterMusic SF Music Day	October 24, 2027	\$975.00

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
MARKETING & COMMUNITY ENGAGEMENT COMMITTEE / SPECIAL MEETING

Thursday, April 9, 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, April 9, 2026, in the Trustees' Board Room, War Memorial Opera House, Chair Wright presiding.

ROLL CALL

Committee Members Present: Chair Wright, Vice President Horn, Trustee Gatti (*arrived 1:46pm*), Trustee Lam, and Trustee Newstat

Committee Members Absent: President Wilsey and Trustee Muduroglu

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

Performing Arts Center Brand Identity and Strategy.

Chair Wright opened the meeting by noting that the Committee has been discussing branding and naming considerations for some time and that the topic has become increasingly important in light of current budget pressures, reductions in philanthropy, and the need to grow earned revenue through expanded presenting activity across the Performing Arts Center. She highlighted that outside presenters and the general public often do not clearly understand which venues belong to the War Memorial campus.

Managing Director Sofis provided context on the City's financial outlook and the shifting philanthropic landscape, including reduced giving to arts organizations and greater donor focus on social service priorities. She observed that increased revenue from outside rentals is critical to the Department's long-term stability and that clearer branding is needed to improve the campus's visibility and competitiveness. She noted frequent public confusion about whether Davies Symphony Hall is part of the campus and referenced opportunities for growth at venues such as Herbst Theatre, the Atrium, and the Green Room.

Consultant Maureen Futtner presented background research on the origins and evolution of the War Memorial name, including history from the 1920s through the 1970s, and instances of past discussions about identity and letterhead usage. She outlined comparable institutions—such as Lincoln Center, The Music Center (Los Angeles), Denver Center for the Performing Arts, and Ensemble Arts Philly—and noted that many multi-venue performing arts campuses use naming conventions that provide clearer public understanding. She emphasized that the initial phase of the branding work focuses on identity and naming clarity, not a full rebrand or changes to mission or vision.

Committee members discussed challenges associated with the current name, including common misconceptions that the War Memorial refers only to the Opera House, or that the facilities are intended solely for veterans or military-related activities. Trustees observed that this confusion can deter potential renters or presenters and may limit opportunities to expand diverse programming. They also discussed the importance of maintaining the memorial function and ensuring veteran stakeholders are included in any future decision-making. Trustees Rocco and Kopp were identified as essential voices for this purpose.

Trustees agreed that further work is needed to examine the legal and historical dimensions of the War Memorial Trust and directed staff to prepare a Trust Agreement presentation for the Committee's next meeting. They also discussed the importance of a structured stakeholder engagement process, including outreach to veterans' groups,

resident companies, long-standing licensees, occasional presenters, and philanthropic partners, to gather perspectives on how best to communicate the identity of the Performing Arts Center while respecting its heritage. Committee members emphasized that the discussion does not propose changing the name of the War Memorial, nor removing references to veterans, and that any branding exploration must preserve the historic and memorial identity of the institution.

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 Marketing and Community Engagement Committee, but not on the agenda.

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

ADJOURNMENT

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

Francesca Cicero
Board Secretary

DRAFT

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR BOARD MEETING
Thursday, April 9, 2026

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, April 9, 2026, at 2:00 p.m., in the Trustees’ Board Room, War Memorial Opera House, Vice President Horn presiding.

ROLL CALL

- Present: Vice President Horn, Trustee Gatti Trustee Kopp, Trustee Lam, Trustee Makras, Trustee Muduroglu, Trustee Newstat, Trustee Pelosi, Trustee Rocco and Trustee Wright
- Absent: President Wilsey and Trustee Muduroglu
- 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 Gatti, seconded by Trustee Newstat, the following resolution was unanimously adopted:

RESOLUTION NO. 26-11

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco the minutes of the March 12, 2026, Regular meeting are hereby approved.

PRESIDENT’S REPORT

No update.

MANAGING DIRECTOR'S REPORT

Managing Director Sofis reported that the Opera House mansard roof project is underway and that additional lead was discovered after work began, requiring a pause while enhanced mitigation plans were developed. Work has resumed and remains on schedule. She also reported ongoing coordination with the Opera regarding safety during construction. She stated that elevator modernization for two administrative elevators in the Opera House will begin in August and that modernization has historically reduced emergency repair costs. Funding for freight elevator replacement design is in place, and additional capital funding for lifts and generators is anticipated.

She noted recent findings regarding generator capacity and the need for improvements to emergency power connections at the Opera House, Veterans Building, Davies Symphony Hall, and Zellerbach Hall.

ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Rob Levin noted he would be presenting on revenue during the first regular agenda item. Trustee Gatti raised the need to upgrade trash receptacles in the Veterans Building and Opera House, noting their visual impact. Staff agreed to research options and return with information at a future meeting.

BOARD SECRETARY'S REPORT

Board Secretary Francesca Cicero reported that all Ethics filings were completed on time.

COMMITTEE REPORT

Marketing and Community Engagement: Chair of the Committee, Trustee Wright, reported that the Committee met earlier in the day to discuss brand identity and strategy for the War Memorial and Performing Arts Center. She summarized the Committee's discussion concerning public confusion about the campus name, opportunities to strengthen revenue through clearer identity, and the need to preserve the War Memorial's historic purpose. Trustees Rocco and Kopp will join the Committee for future meetings. Vice President Horn reminded the Board of the intent to honor World War I veterans with a "living memorial." Trustee Rocco emphasized that history and tradition are extremely important within the military and Trustee Kopp agreed. Trustee Wright stated that with the current budget cuts, the Board needs to be thoughtful about how to market the venues, without changing its intent and purpose.

REGULAR ITEMS

Departmental Budget Updates:

Assistant Managing Director Levin presented the Earned Revenue Projection Report, taking into account what is expected by the end of June 2026. He noted that total revenue is projected at 95% of budget, reflecting year-to-date actuals plus fourth-quarter projections.

He reported:

- *Facility Rentals:* 85% of budget; the Department intentionally set ambitious targets to support long-term revenue growth.
- *Food & Beverage Concessions:* 113% of budget due to enhanced programs with Global Gourmet.
- *Program Merchandise Commissions:* 613% of budget, attributed to increased commercial rentals and merchandise sales.

Director Levin also described increasing outside rental activity at Davies Symphony Hall, with bookings rising from 13 (2024) to 16 (2025) and 18 already in progress for 2026 as of April. He reported on increasing business development efforts, including a successful booking of Rock Orchestra by Candlelight at the Opera House for September 28, 2026. The Veterans Building venues remain a priority for expanded event usage.

Managing Director Sofis reported that based on revised revenue projections, the Department anticipates an earned revenue shortfall of approximately \$250,000. She noted that because the War Memorial operates within the City's closed-loop budgeting system, Departmental expenditures may not exceed the combined total of General Fund support and earned revenue; therefore, even though earned revenue is projected at 95% of budget, the remaining approximately \$250,000 shortfall must be absorbed through the Department's reserves to maintain the required budget balance. She stated that the Department achieved its targeted \$750,000 reduction through custodial service optimization without reducing patron-facing services. Citywide staff reduction requirements resulted in the elimination of three positions, including one vacant public safety role. A conditional offer has been made for the Director of Public Safety position.

Charter Reform: Vice President Horn explained that there are multiple proposed City charter amendments emerging from two parallel efforts: (1) the Mayor's charter reform proposal currently circulating for signatures, and (2) the Commission Streamlining Task Force recommendations. He explained that both proposals include reforms affecting oversight structures for City boards and departments, including the War Memorial.

Director Sofis reported that the Mayor's proposal includes three changes relevant to the War Memorial:

- Removal of Trustees at will by the Mayor, eliminating existing cause-based removal standards.
- Appointment and removal of the Managing Director by the Mayor, instead of by the Board of Trustees.
- Executive branch reorganization authority, which would allow the Mayor to transfer duties or reorganize City departments. Sofis noted that several departments—the Airport, Port, Fine Arts Museums, and Asian Art Museum—are exempted from this reorganization authority, but the War Memorial is not currently included on that exemption list. She stated that the department has requested similar treatment to protect the War Memorial Department.

Director Sofis further explained that the Commission Streamlining Task Force has put forward very similar proposals relating to trustee removal and department-head appointment, although that proposal would proceed through the Board of Supervisors rather than directly to the ballot. She noted that the Board of Supervisors has not yet drafted a final measure.

Director Sofis also outlined two additional areas where the War Memorial differs from the Fine Arts Museums and the Asian Art Museum in the existing Charter, identified earlier by the City Attorney. The first is the ability to enter into agreements with nonprofit partners, such as the War Memorial's operating partner nonprofit the San Francisco Performing Arts Center Foundation, to conduct certain operational or fundraising activities. She explained that the absence of parallel Charter authority creates potential ethics-related risks for the Department, despite having an MOU with the Foundation. The second is the ability for the Foundation to supplement executive compensation, which other charitable trust departments may utilize to remain competitive in recruiting and retaining senior leadership. She also noted that having the Managing Director and Assistant Managing Director could be employed by the Foundation in order to be able to direct Foundation employees. She also explained that they could also employ a full-time CFO/Administrator for the Foundation to direct those employees. Director Sofis emphasized that this is a long-term structural question, not a proposal for immediate change.

Trustees discussed the proposals extensively and questioned whether the War Memorial should be treated similarly to the Fine Arts Museums and Asian Art Museum. Several Trustees emphasized the need to preserve the War Memorial's independence as a charitable trust department, the Board's fiduciary role, and the department's unique history and mission. Trustees also stressed that any consideration of Charter amendments must be informed by a full understanding of the War Memorial Trust Agreement, including its legal obligations related to the World War I commemoration intent and veterans' stewardship. Trustees expressed concern that the War Memorial not be treated solely as a conventional City real-estate department.

Trustees discussed the possible formation of a Charter Review Subcommittee to study the implications of both proposals, evaluate potential Charter language, and coordinate with the War Memorial Foundation. Director Sofis confirmed that no changes will be submitted or recommended without returning to the Board for full review. She noted that the deadline for any charter reform proposal would be in June and the next opportunity for charter amendment submission would be in two years. She also explained that while the City is bound to provide support for the maintenance of the buildings, as costs increase, the Department needs to grow the outside licensee business to increase earned revenue. Vice President Horn stated that he did not think there was sufficient time to make a decision on any charter revisions. Trustee Wright stated that she was not comfortable with the proposal and any funds that the Foundation has to support the Department should not be used to reduce General Fund obligations. Trustee Wright noted there was confusion about how the Foundation functions. Director Sofis also clarified that she and Director Levin are not employees of the Foundation as individuals, but there is an MOU between the

Department and the Foundation.

No action was taken.

War Memorial and Performing Arts Center Websites: Staff presented the department’s new sf.gov website at <https://www.sf.gov/department-war-memorial-and-performing-arts-center> which hosts Board agendas, minutes, policies, and compliance materials and meets new federal ADA digital accessibility standards effective April 24, 2026. They also demonstrated updates to the Performing Arts Center website, which is owned through the San Francisco Performing Arts Center Foundation, and includes a new calendar interface with images, filters, and direct ticketing links.

Proposal for UN Charter Trail, 80th Anniversary Plaque at the Veterans Building & Opera House: As

Philia Beroud, a representative of the United Nations Charter Trail project, presented a proposal to install commemorative ground plaques at the War Memorial Opera House and the Veterans Building, noting that both buildings played central roles in the founding of the United Nations in 1945. They explained that the initiative marks the 80th anniversary of the UN and forms part of a larger heritage trail extending from Grace Cathedral to Civic Center, with seven historical sites identified along the route.

Ms. Beroud described the proposed plaques, modeled on the Barbary Coast Trail markers, as being flush to the ground and designed to avoid disrupting pedestrian or wheelchair access. She indicated that each plaque would identify the building’s role in the UN Charter Conference, noting that the Opera House hosted plenary sessions and the Veterans Building was the location of the Charter signing. Installation locations would be placed within the small curved concrete areas adjacent to each building’s entrances.

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

RESOLUTION NO. 26-12

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, the proposed installation of commemorative ground plaques celebrating the UN Charter Conference, are hereby approved, contingent upon issuance of appropriate City permits and coordination with War Memorial staff.

MISCELLANEOUS CORRESPONDENCE

None.

GOOD AND WELFARE

There being no good and welfare, Vice President Horn closed good and welfare.

PUBLIC COMMENT

There being no public comment, Vice President Horn closed public comment.

ADJOURNMENT

There being no further business, Vice President Horn adjourned the meeting at 3:43 p.m.

Francesca Cicero
Board Secretary

**American Legion Post 505
War Memorial Veterans Building
Yolanda Faye | Director & Chaplain
Veterans Gallery | American Legion War Memorial Commission
401 Van Ness Avenue, Suite 101 | San Francisco, CA 94102**

May 6, 2026

Board of Trustees
San Francisco War Memorial & Performing Arts Center

EVENT DATE:	June 7, 2026
VENUE REQUEST:	Green Room
REQUEST TYPE:	American Legion / War Memorial Commission Fee Waiver Request
REQUEST:	Green Room Fee Waiver Request - \$1,225

Dear Members of the Board of Trustees,

On behalf of American Legion Post 505 and the San Francisco Photographers Alliance, we respectfully request approval for a fee waiver for use of the Green Room at the San Francisco War Memorial & Performing Arts Center on June 7, 2026. The license fee for the use of the Green Room is \$1,225. This request was presented to the American Legion War Memorial Commission Board on May 6, 2026, and was voted on and approved by that Board.

American Legion Post 505 is hosting the San Francisco Photographers Alliance 10-Year Anniversary Exhibition in the Veterans Gallery. The Alliance is a 501(c)(3) nonprofit organization dedicated to supporting photographic arts, education, and community engagement.

As part of the exhibition opening, the Alliance will conduct an awards ceremony honoring contributions to photographic arts and community engagement, including recognition of a 94-year-old Korean War veteran and former U.S. Air Force combat photographer whose never-before-seen archival photographs document his service during the conflict.

This event reflects the civic, cultural, and historical mission of the War Memorial Veterans Building through the integration of veteran history, photographic arts, and public engagement.

Thank you for your consideration. I would be pleased to provide any additional information the Board may require.

Warmly,

Yolanda Faye
Director, Veterans Gallery
American Legion Post 505