

MINUTES
WAR MEMORIAL BOARD OF TRUSTEES
REGULAR MEETING MINUTES

Thursday, September 10, 2026

The Board of Trustees of the War Memorial of San Francisco met in regular session on Thursday, September 10, 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; Trustees Gatti, Kopp, Lam, Makras, Muduroglu, Pelosi, Rocco, Wright

Absent: Trustee Newstat

Staff Present: Managing Director Sofis; Assistant Managing Director Levin; Board Secretary Von Klug

APPROVAL OF MINUTES

On motion of Trustee Gatti, seconded Trustee Horn the July 9, 2026, Board minutes were unanimously adopted.

RESOLUTION NO. 26-19

RESOLVED, That the Board of Trustees approves the minutes of the July 9, 2026, meeting as amended. The resolution was unanimously adopted.

PRESIDENT'S REPORT

President Wilsey congratulated the Symphony and Opera on the upcoming opening of their seasons and discussed the Opera's decision to reschedule Opera Ball as a standalone City Hall event on November 12 with dinner and dancing.

MANAGING DIRECTOR'S REPORT

Managing Director Sofis reported on campus preparedness for potential labor actions, including protest location rules and coordination with Opera leadership.

She provided updates on the Opera House Mansard Roof project, with construction expected to conclude in late October and parking projected to be returned by the holidays.

Sofis noted two upcoming elevator modernization projects in the Opera House beginning next month.

Finally, Sofis proposed establishing quarterly deep-dive financial reviews for Trustees.

ASSISTANT MANAGING DIRECTOR'S REPORT

Assistant Managing Director Levin reported on a failure of the Davies Symphony Hall piano lift and described temporary solutions implemented to maintain continuity for rehearsals and performances.

He described a neighborhood power outage impacting Davies and collaboration with the Department of Emergency Management to ensure safe performance continuation.

Levin announced completion of the campuswide radio replacement project, improving communication across all venues.

He also noted installation of the redesigned Opera House champagne bar for Opera's opening this weekend.

BOARD SECRETARY'S REPORT

No updates.

REGULAR ITEMS

1. Fee Waiver Request – American Legion Post 505

On motion duly made by Trustee Gatti and seconded by Trustee Rocco, the Board approved a retroactive waiver of the rental fee for the August 1, 2026, Americal Legion event held in the Herbst Theatre.

RESOLUTION NO. 26-20

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco, use of the Herbst Theatre and the fee waiver requested by the American Legion War Memorial Commission for the event scheduled for August 1, 2026, is hereby approved and waiver approved in the amount of \$1900.

2. Quarterly Financial Review

Managing Director Sofis presented the quarterly overview of year-end revenue, noting total revenue reached approximately 96% of target, with remaining shortfalls resolved through fund balance.

Facility rental revenue achieved 92% of goal, and concessions and merchandise significantly exceeded projections.

Trustees discussed target setting, booking constraints, and venue control considerations.

3. Key Performance Metrics Update

Managing Director Sofis presented campuswide metrics including social media growth, performance/event attendance, paid bookings, public events, and under development, number of dark days and tracking visitorship.

4. Venue Activation & Revenue Initiatives

Assistant Managing Director, Levin and Impact Manager, Theresa Von Klug outlined initiatives including licensee incentives/perks, flat-fee rental models, multi-space rental strategies, Herbst Theatre opportunities, public-space activations, a War Memorial podcast (with one session recorded live in the Herbst Theatre), campus tours, and Van Ness signage modernization. To help with these initiatives, staff will be launching a survey for all licensees to extract from them what makes our spaces compelling.

MISCELLANEOUS CORRESPONDENCE

None

GOOD AND WELFARE

Trustee Wright discussed recent performances, noting strong attendance and diverse audiences. Trustee Gatti provided an update on the Opera House custom trash receptacle design. It was agreed to review designs, budget and discuss next steps in the October Trustee meeting.

PUBLIC COMMENT

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

ADJOURNMENT

There being no further business, the meeting adjourned at approximately 3:12 p.m.

Theresa Von Klug, Board Secretary