

## MINUTES

### WAR MEMORIAL BOARD OF TRUSTEES

#### REGULAR MONTHLY MEETING

Thursday, September 9, 2004

The Board of Trustees of the War Memorial of San Francisco met in regular session at 2:00 p.m. on Thursday, September 9, 2004, in the Trustees' Board Room, War Memorial Opera House, President Jarman presiding.

#### ROLL CALL

Present: President Jarman, Vice President Bashford, Trustee Farrow, Trustee Haas, Trustee Horn, Trustee Moscone, Trustee Reynolds;

Absent: Trustee Balianz, Trustee Bechtle, Trustee Shultz.

Staff Present: Elizabeth Murray, Managing Director  
Gregory P. Ridenour, Assistant Managing Director/Executive Secretary

#### APPROVAL OF MINUTES

President Jarman called for approval of the minutes of the August 12, 2004 regular meeting of the Board. On motion of Trustee Moscone, seconded by Trustee Farrow, the minutes were unanimously approved.

#### PRESIDENT'S REPORT

**Passing of former Trustee Anthony Zanze:** President Jarman expressed sadness at the passing of former Trustee Tony Zanze on August 27. He stated that Tony Zanze served as a member of the War Memorial Board of Trustees from 1993 to 1999, and his dedication to civic pursuits and business background were of great benefit to the War Memorial and to the City. President Jarman stated that the War Memorial was fortunate to have the opportunity to work with Tony and to enjoy his warmth and great sense of humor. President Jarman asked that a letter be sent to Tony's wife, Sally, extending the Trustees' condolences and sympathies, and asked that today's meeting be adjourned in memory of former Trustee Anthony Zanze.

**Symphony and Opera Openings:** President Jarman reported that the San Francisco Symphony opened its 2004-05 season last evening with a gala concert and festivities, and that the San Francisco Opera will open its 2004-05 season tomorrow evening with a special concert and post-concert party. On behalf of the Trustees, President Jarman extended best wishes to the Symphony and Opera for their 2004-05 seasons.

#### MANAGING DIRECTOR'S REPORT

**Rental Requests:** Ms. Murray stated that rental requests mailed to Trustees include a request from the American Legion War Memorial Commission for use of Herbst Theatre on October 22, 2004, for a

ceremony to commemorate the 60<sup>th</sup> Anniversary of General Douglas MacArthur's historic landing in Leyte, Philippines. She stated that Trustees have received a copy of the letter from the War Memorial Commission requesting that the rental fee be waived for this use of Herbst Theatre, and that the rental fee be waived for their Anniversary reception in the Green Room on October 20. She noted that the Commission is also requesting to install a display in the Veterans Building main lobby from October 20-23, to include historic uniforms, flags, painting, and historic documents related to the Leyte landing. Ms. Murray stated that staff is recommending approval of the Commission's requests for use of the Herbst Theatre, Green Room and Veterans Building lobby for these commemorative activities, and staff also recommends approval of the Commission's requests for rental fee waivers for these uses, which are being presented by the Commission for veterans and the public, and which would be consistent with the Trustees' past practice regarding rental fee waivers.

Ms. Murray stated that remaining rental requests are routine and requested their approval. On motion of Trustee Farrow, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 04-32

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the following rental requests are hereby approved:

**HERBST THEATRE**

Richmond Ermet AIDS Foundation Help is on the Way	December 5, 2004	\$600.00
Commonwealth Club Jesse Jackson Medallion Event	October 12, 2004	\$600.00
City Arts & Lectures The Three Penny Review Series	January 10, 20, 2005 April 20, 2005 May 9, 2005 June 13, 2005	\$3,000.00
Gloria Tanner Cecille Azarcon Tribute Concert	November 13, 2004	\$1,050.00
Frameline CLOSE UP: Visionaries of Modern Cinema	October 5, 2004	\$600.00
Chinese American International School Interlude of Melody 2004	October 3, 2004	\$600.00
American Legion War Memorial Commission A-Day 60 <sup>th</sup> Anniversary of Leyte Landing	October 22, 2004	Rental fee waived

**Additional Rental Requests:** Ms. Murray reported that additional rental requests are routine and requested their approval. On motion of Trustee Farrow, seconded by Trustee Horn, the following resolution was unanimously adopted:

RESOLUTION NO. 04-33

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the following additional rental requests are hereby approved:

DAVIES SYMPHONY HALL

San Francisco Ballet Nutcracker Music Preview	November 3, 2004	\$1,100.00 plus catering %
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HERBST THEATRE

San Francisco Chamber Orchestra New Year's Concert	January 2, 2005	\$600.00
San Francisco Chamber Orchestra Spring Concert	March 5, 2005	\$600.00

SECRETARY'S REPORT

**Revenue, Appropriations and Status of Building Projects Report for August 2004:** Mr. Ridenour referred to the Revenue, Appropriations, and Status of Building Projects Reports for August 2004, and requested a resolution to approve August 2004 housekeeping expenditures as submitted. On motion of Trustee Horn, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 04-34

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. WM050074 through WM050115 and Revenue Transfers JEAT05105 and JEAT05107 are hereby approved.

REGULAR ITEMS

**Veterans Building Life Safety Study – Submittal of 75% Executive Summary:** Ms Murray stated that in advance of today's meeting, Trustees received a copy of the draft 75% Executive Summary of the Veterans Building Life Safety Study, submitted by Tom, Eliot, Fisch Architects. She noted that Tom, Eliot, Fisch was selected by the War Memorial in 2003 to conduct a study of Veterans Building life safety issues, for the purposes of making an assessment and providing recommendations on life-safety issues and hazard mitigation for the safe operation of the Veterans Building. Tom, Eliot, Fisch assembled a team of sub-consultants in areas of structural, mechanical, electrical, plumbing, fire protection, historic preservation, code application and cost estimating, to assist in implementing the study.

Ms. Murray stated that in June 2004, Tom, Eliot, Fisch submitted its 35% Study Report to Trustees, which report identified life safety deficiencies in the Veterans Building, outlined criteria used to evaluate deficiencies, and ranked deficiencies from highest to lowest in terms of risk posed to life and property. She stated that the 75% Executive Summary, which has been distributed to Trustees in draft form, identifies a range of deficiency remediation measures that will reduce the risk to life and property from

seismic, fire, environmental and other identified Veterans Building hazards. She noted that while there is no action required of the Board on the 75% Executive Summary, the report is presented to provide Trustees an opportunity to ask questions and provide comments and direction with regard to the strategy employed in the prioritization of risks and remediation measures associated with building deficiencies.

Ms. Murray acknowledged Amy Eliot, principal architect for the Veterans Building Life Safety Study for Tom, Eliot, Fisch, Chris Bigelow of the Department of Public Works Bureau of Architecture, who has served as the War Memorial's Project Manager on the Veterans Building Study, and Jim West, War Memorial Building and Grounds Superintendent, who has worked closely with Tom, Eliot, Fisch and its sub-consultants on their gathering and evaluating building information.

Ms. Eliot made a presentation to the Trustees of the 75% Executive Summary report and recommendations. Noting that the Trustees are familiar with the Veterans Building and with prior seismic reports concerning the building, she reiterated the need for a full seismic upgrade of the Veterans Building in the shortest possible time frame. Ms. Eliot stated that even before the 1989 Loma Prieta earthquake, the Veterans Building did not meet current seismic safety standards. Since the 1989 earthquake, during which the building was damaged and weakened, the building has continued to operate without any upgrading, and the longer that substantial seismic and life safety improvements are deferred, the greater the risk of loss of life and property damage. She stated that the Veterans Building has been assigned a rating of Earthquake Damage Potential Level "3," which correlates to major damage and a loss of function occurring as the result of a major seismic event, and requiring that the building be shut down for repairs prior to re-occupation. Based on their review, which is consistent with the 1996 Veterans Building Design Study prepared by Rutherford & Chekene Structural Design Engineers, they believe the building is susceptible to significant damage and loss of function in the event of a moderate-to-major earthquake and poses significant risk to life safety.

Ms. Eliot introduced and called upon members of the Study Team to address the Trustees:

- Mehri Ansari, Structural Engineer, Ansari Structural Engineers, Inc., addressed the Trustees on newly published information by the U.S. Geological Survey regarding earthquake levels and probability, and the seismic structural and non-structural deficiencies of the Veterans Building;
- Afshar Jalalian, Structural Engineer, Rutherford & Chekene, peer structural engineer for the Veterans Building Life Safety Study project;
- Michael Bernard, Study Project Manager for Tom, Eliot, Fisch, addressed the Trustees regarding non-seismic deficiencies of the Veterans Building, including fire protection systems, fire sprinklers, and environmental hazards.

Ms. Eliot stated that given the limitations and uncertainties of both current and potential future funding, one of the key goals of the current study is to break down a full scope of work for the Veterans Building into viable smaller packages that could be implemented in phases over time. The Study Team has therefore identified four capital improvement project phases, CIP-1 through CIP-4, in which they have packaged work so as to correct the most egregious building deficiencies first, and to reflect constructability and funding limitations. She noted that in order to prioritize what might conceivably be funded in the next few years, the first project phase, CIP-1, has been broken down into two smaller phases, CIP-1A and CIP-1B.

Ms. Eliot reviewed the key benefits, estimated construction and project control costs, construction schedules, and impacts on building use and occupancy, for each of the identified CIP project phases, and reviewed the phased implementation options outlined in the 75% Executive Summary. She stated that

each of the five CIP phases (CIP-1A to CIP4) has an estimated cost in the range of \$13-\$20 million, with a total cost estimate for all phases of \$77.1 million (in 2004 dollars). The CIP-1A phase, with an estimated cost of \$14.4 million (in 2004 dollars), represents the most minimal scope of work that will yield appreciable life safety benefits to those occupants of the building who are currently at greatest risk for life safety, patrons of the Herbst Theatre and Green Room. She stated that while implementing CIP-1A and CIP-1B in the short term will improve safety for Herbst Theatre and Green Room patrons and for exiting the building in a small-to-moderate seismic event, only if CIP-2 is implemented will the building's seismic rating improve and result in a change from a FEMA/City rating of "3" to "2", in which the building is expected to remain safe during and after a moderate-to-major seismic event. In the CIP-3 phase, the final 10% of non-structural elements will be fully upgraded; and the CIP-4 phase completes full life safety upgrades to meet code and regulatory requirements, including mechanical and electrical systems, hazardous material abatement, and waterproofing and architectural envelope improvements.

Ms. Eliot stated that the longer CIP work is delayed, the greater the cost due to annual escalation. She added that when work is broken into phases, costs are doubled, tripled or quadrupled depending on the number of phases, due to duplication of contract administration and redundancy of construction work, in particular, the significant costs necessarily attributed to the protection and subsequent restoration of the building's historic finishes. She stated that the best-case scenario is to implement all CIP phases in one project as soon as possible, thus achieving significant life safety improvements in the shortest time frame, and lowering overall construction and project control costs due to minimizing redundancies of phased construction and escalation. However, recognizing the current lack of funding for a full upgrade project, they recommend that a strategy be developed immediately to begin the implementation of the identified CIP project phases as soon as possible.

Ms. Eliot stated that their next step is to integrate the feedback on the 75% draft report into the final 75% Executive Summary. They will then move forward with the 100% submittal, which will include a more detailed review of the CIP-1A phase, which is a real potential project over the next few years.

### **ADJOURNMENT**

There being no further business, President Jarman adjourned the meeting at 2:35 p.m. in memory of Anthony Zanze.

Gregory P. Ridenour  
Executive Secretary