

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**SPECIAL MEETING**  
**Tuesday, May 8, 2012**

The Board of Trustees of the War Memorial of San Francisco met in special session at 2:00 p.m. on Tuesday, May 8, 2012, in the Trustees' Board Room, War Memorial Opera House, President Shultz presiding.

**ROLL CALL**

Present: President Shultz, Trustee Bashford, Trustee Bechtle, Trustee Horn, Trustee Jarman, Trustee Moscone, Trustee Stafford and Trustee Wilsey;

Absent: Vice President Myatt, Trustee Davis and Trustee Pelosi;

Staff Present: Elizabeth Murray, Managing Director  
Jennifer Norris, Assistant Managing Director/Executive Secretary

**APPROVAL OF MINUTES**

President Shultz called for approval of the minutes of the March 8, 2012 regular meeting of the Board. On motion of Trustee Moscone, seconded by Trustee Wilsey, the minutes were unanimously approved.

**PRESIDENT'S REPORT**

**San Francisco Ballet & Opera Seasons:** President Shultz reported that the San Francisco Ballet concluded its 2012 repertory season on Sunday, May 6. On behalf of the Trustees, President Shultz extended congratulations to the Ballet on an excellent 2012 repertory season. President Shultz reported that the San Francisco Opera will open its 2012 summer season in the Opera House on June 8, and on behalf of the Board she extended best wishes to the Opera for a successful summer season.

**San Francisco Symphony - Black & White Ball:** President Shultz reported the San Francisco Symphony will hold its bi-annual Black & White Ball on Saturday, June 2, in the Civic Center, including a wide variety of entertainment, food, beverages and surprises throughout the Performing Arts Center buildings and grounds. On behalf of the Board, President Shultz extended best wishes to the Symphony for a successful Black & White Ball.

**MANAGING DIRECTOR'S REPORT**

**Rental Requests:** Ms. Murray reported that rental requests mailed to Trustees include a request from the San Francisco Veterans Memorial Committee to use the horseshoe drive and Opera House main lobby on May 10, for a ceremony and reception for the dedication of the horseshoe drive. She also noted the request from the San Francisco Ballet to use the parking area behind the Memorial Court and Veterans Building from approximately April 26 through May 5, 2013 to install a tent for the Ballet's gala opening of *Cinderella* on May 3, 2013. Ms. Murray stated that remaining rental requests are routine and requested their approval. On motion of Trustee Bechtle, seconded by Trustee Horn, the following resolution was unanimously adopted:

**RESOLUTION NO. 12-11**

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

**WAR MEMORIAL OPERA HOUSE**

San Francisco Veterans Memorial Committee	May 10, 2012	Rental fee waived
Renaming Ceremony in Horseshoe Drive followed by Reception in Opera House Lobby		
San Francisco Ballet	May 3, 2013	\$7,750.00
Parking Lot Tent and Opera House Main Lobby for <i>Cinderella</i> Gala		

**LOUISE M. DAVIES SYMPHONY HALL**

San Francisco Symphony	May 15, 2012	\$675.00
Maestro Circle Dinner in Lobby		
Catering exemption #1 for 2011-12		
<b>SFJAZZ</b>		
Sonny Rollins	September 30, 2012	\$5,000.00 vs. 10%
Ornette Coleman	November 9, 2012	\$9,500.00 maximum
Another Planet Entertainment	November 16, 2012	\$2,500.00 vs. 10%
Morrissey		\$6,750.00 maximum
San Francisco Gay Men's Chorus	December 6, 2012	\$2,500.00 vs. 10%
Holiday Concert		\$4,750.00 maximum
San Francisco Girls Chorus	December 17, 18, 2012	\$3,600.00 vs. 10%
Holiday Concert		6,850.00 maximum
TechCrunch Inc.	January 31, 2013	\$8,750.00
The 7 <sup>th</sup> Annual Crunchies Awards & Lobby Party		
San Francisco Performances	March 4, 2013	\$5,000.00 vs. 10%
Recital/Concert	May 26, 2013	\$9,500.00 maximum
Choral Singers of Marin	April 23, 2013	\$2,500.00 vs. 10%
25 <sup>th</sup> Anniversary Concert		\$4,750.00 maximum
Golden Gate University School of Law	May 17, 2013	\$4,025.00
Graduation Ceremony & Lobby Reception		
UCSF School of Pharmacy	May 24, 2013	\$3,350.00
Graduation Ceremony		
UCSF School of Dentistry	June 7, 2013	\$4,025.00
Graduation Ceremony & Lobby Reception		

**HERBST THEATRE**

Hai Yan Jackson Chinese Dance	May 27, 2012	\$825.00
Dancing Colors of Spring		

San Francisco Opera Association Orchestra Auditions	June 20, 21, 28, 29, 2012	\$2,900.00
Korean Woman's International Network San Francisco Korean Symphony & Chorus	June 23, 2012	\$825.00
Richmond/Ermet AIDS Foundation Help is on the Way XVIII	August 5, 2012	\$1,050.00
Olivia Lu Beny Tu, Pianist	August 11, 2012	\$825.00
New Century Chamber Orchestra 2012-13 Season	September 13, 22, 2012 December 10, 15, 2012 January 11, 13, 2013 April 2, 3, 2013	\$8,250.00
UC Berkeley School of Law Roundtable Discussion	September 21, 2012	\$825.00
San Francisco Performances 2012-13 Season	October 4, 6, 12, 14, 2012 November 4, 8, 10, 13, 18, 2012 December 8, 15, 2012 January 12, 19, 2013 February 9, 26, 2013 March 2, 9, 16, 17, 29, 2013 April 9, 15, 16, 20, 28, 29, 2013	\$22,750.00
Instituto Familiar de la Raza Bebel Gilberto	September 30, 2012	\$825.00
Lamplighters Music Theatre 2012 Champagne Gala/The Sorcerer	October 21, 2012 March 22, 23, 24, 2013	\$3,200.00
Philharmonia Baroque Orchestra Season 2012-13 Season	October 5, 2012 November 9, 2012 December 14, 2012 February 15, 2013 March 15, 2013 April 11, 2013	\$5,525.00
Soulciety Empower: Under the Big Top Tour	October 27, 2012	\$825.00
Four Seasons Arts Recitals	October 28, 2012 February 17, 2013	\$1,650.00
SF Girls Chorus Concert	November 2, 2012	\$825.00
Ensamble Ballet Folklorico 20 <sup>th</sup> Anniversary Dance Concert	November 3, 2012	\$825.00

Symphony Parnassus Concert	November 11, 2012	\$825.00
San Francisco Opera Center 2012 Adler Concert	November 30, 2012	\$825.00
Captivate Artists Howard Fishman: Letter from Brooklyn	December 7, 2012	\$1,400.00
Presidio Performing Arts Foundation Beyond the Land of Sweets	December 9, 2012	\$825.00
Chinese American International School Winter Concert	December 11, 12, 2012	\$1,550.00
Urban School of San Francisco Winter/Spring Concert	December 16, 2012 April 7, 2013	\$1,650.00
Presidio Hill School Follies	December 18, 19, 2012	\$1,550.00
Jill Bourque Presents Not Your Normal New Year's Eve	December 31, 2012	\$1,400.00
Linking Rings Performing Arts God Bless the USA	January 18, 2013	\$825.00
San Francisco Contemporary Music Players Concerts	February 25, 2013 April 1, 2013	\$1,650.00
Community Housing Partnership A Night with the Stars	April 24, 2013	\$825.00

### **SECRETARY'S REPORT**

**Revenue, Appropriations and Housekeeping Expenditures Reports for March & April 2012:** Ms. Norris referred to the Revenue, Appropriations, and Housekeeping Expenditures Reports for March 2012 and April 2012, and requested approval of housekeeping expenditures as submitted. On motion of Trustee Wilsey, seconded by Trustee Moscone, the following resolution was unanimously adopted:

#### **RESOLUTION NO. 12-12**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. WM12000212 through WM12000262 and Interdepartmental Work Orders Nos. WM12000015 and WM12000017 are hereby approved.

### **REGULAR ITEMS**

**Design Proposal for War Memorial Horseshoe Drive Plaques:** President Shultz announced that she would recuse herself from the discussion, consideration and vote on this agenda item, and asked Trustee Horn to act as chair for consideration of this item.

Trustee Horn stated that at the May 12, 2011 meeting, the Board of Trustees adopted a resolution accepting the grant from the Stephen Bechtel Fund in the amount of \$1.5 million for the San Francisco Veterans Memorial Project and accepting the terms and conditions of such grant, including naming the Memorial Court Drive for Charlotte and George Shultz.

Trustee Horn stated that in advance of today's meeting, Trustees received the letter from the San Francisco Veterans Memorial Committee submitting renderings of proposed plaques for naming the horseshoe drive. The proposal provides for three plaques, one at the east end of the horseshoe drive on the Opera House façade; and two plaques at the west end of the horseshoe drive, one at each entrance to the drive, one on the Opera House façade and one on the Veterans Building façade. The plaques will be made of brushed stainless steel on a bronze backer panel and will be sized to fit the terra cotta blocks.

Following discussion, and on motion of Trustee Bashford, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 12-13

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it approves the design and placement of plaques proposed by the San Francisco Veterans Memorial Committee for naming the horseshoe drive as the "Charlotte and George Shultz Horseshoe Drive."

**Extension of Concessions Agreement with Patina Catering:** President Shultz stated that in 2009, the Board of Trustees approved the current Concessions Agreement with Patina Catering. She said the agreement provides for an original term of 4-½ years from January 2009 to July 2013; and provides for a renewal term at the discretion of the Trustees for an additional five-year period from August 2013 to July 2018. President Shultz reported that Trustees have received the letter from Tim O'Shea, President of Patina Restaurant Services, providing notice of Patina Catering's desire to extend the Concessions Agreement with the War Memorial for the five-year renewal term as provided in the Concessions Agreement. She asked Mr. O'Shea to address the Trustees.

Mr. O'Shea stated that Patina and the War Memorial have enjoyed a strong working relationship during the current and previous contract, and Patina hopes to continue this relationship for the five-year renewal term.

A motion to approve the extension of the Concessions Agreement with Patina Catering was made by Trustee Bechtel and seconded by Trustee Horn. President Shultz asked for comments from Trustees, staff and the public.

During the comment period, John Kieser, General Manager of the San Francisco Symphony, stated that as part of the Symphony's Second Century Strategic Plan, the Symphony has done some extensive research of audiences, and recently received survey results from both Symphony audience and non-audience members. He said that while the Symphony is still complying survey results, they have noted three areas of patron dissatisfaction including parking, the number of womens' restrooms, and food and beverage. Mr. Kieser said that patron concerns about food and beverage include:

- Speed of service and lengths of service lines;
- Providing appropriate food and beverage offerings for particular events;
- The need for more sophisticated offerings;
- Use of technology to improve customer interface; and
- Patrons' perception of value of food and beverage offerings.

Mr. Kieser stated it is clear that food and beverage is becoming more and more important to Symphony patrons, thus the partnership with Patina Catering over the next five years is critical to addressing and meeting patrons' expectations.

Mr. O'Shea stated that Patina looks forward to receiving and reviewing the Symphony's survey data and to implementing strategies to continue improving the patron experience. Ms. Murray commented that the War Memorial, Patina and resident licensees will be having discussions on further capital investments to food and beverage facilities as required by the Concessions Agreement. She stated that during the original contract term,

Patina is required to invest \$500,000, of which approximately \$160,000 remains to be expended during the final year. The agreement provides for an additional investment of \$200,000 during the renewal term of the agreement. Ms. Murray stated that the use of investment dollars, which is subject to approval by the Trustees, will focus on improvements to patron service.

Following further discussion, the following resolution was unanimously approved:

RESOLUTION NO. 12-14

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it hereby approves the extension of the Concessions Agreement with Patina Catering for the five-year renewal term from August 2013 to July 2018.

**Use of Integrated Project Delivery – Veterans Building Seismic Upgrade & Improvements Project:**

President Shultz stated that in advance of today's meeting, Trustees received the memorandum from Tara Lamont, Department of Public Works' Project Manager for the Veterans Building Seismic Upgrade and Improvements Project, recommending and requesting approval of the use of "Integrated Project Delivery" to procure construction services for the Project. President Shultz invited Tara Lamont to address the Trustees on this matter.

Ms. Lamont explained to Trustees that "Integrated Project Delivery" is a method of project delivery which allows a prequalified Construction Manager/General Contractor to be retained during the design phase of the project in order to provide input on all aspects of the project. This approach is focused on collaboration and communication between the owner, the design team and builder, allowing for better planning and coordination prior to the start of construction. Involvement by a prequalified General Contractor during the design phase provides the design team with valuable input regarding constructability, cost and schedule. Ms. Lamont stated this project delivery method did not exist at the time of the Opera House Seismic Upgrade Project, but has since shown to be an effective way to control project costs and is now permitted by the City subject to approval of the board or commission with jurisdiction over the project.

Following discussion, and on motion of Trustee Horn, seconded by Trustee Moscone, the following resolution was unanimously adopted:

RESOLUTION NO. 12-15

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it hereby approves the use of "Integrated Project Delivery" to procure construction services for the Veterans Building Seismic Upgrade and Improvements Project.

**American Legion War Memorial Commission request for increased funds from War Memorial:** President Shultz stated that in advance of today's meeting, Trustees received a letter from Nelson Lum, Chair of the American Legion War Memorial Commission, requesting the War Memorial increase its monthly payment to the Commission to fund additional staff to coordinate veterans' move-out from the Veterans Building. President Shultz referred this request to the Board's Veterans Committee for consideration and recommendation.

**Arts Commission request to revise schedule and temporary locations of Kaneko sculptures:** President Shultz stated that at the March meeting of the Board, the Trustees approved the San Francisco Arts Commission's proposal to temporarily install two sculptures by artist Jun Kaneko on the sidewalk in front of the Memorial Court gates from mid-May through early December 2012. She said that in advance of today's meeting, Trustees received a memorandum from Jill Manton of the Arts Commission requesting to change the previously approved installation schedule and locations of the Kaneko sculptures. Due to shipping logistics, the Arts Commission requests to change the installation date from mid-May to June 6, 2012; and due to ADA concerns, the Arts Commission proposes to shift the sculpture locations from the sidewalk in front of the Memorial Court gates to the sidewalk in front of the Opera House. President Shultz asked Jill Manton to address the Trustees on this matter.

Ms. Manton clarified that the Kaneko sculpture heads are now to be installed on June 4, with a public dedication ceremony on June 6, and will remain in place until late November. Ms. Manton stated that the Branston Gallery is sponsoring the exhibition and will be providing the necessary fine arts insurance and liability insurance so that the City will not have liability in relationship to sculptures' installation or display.

In discussion, Trustee Bechtle suggested the Trustees' approval provide for leeway in the final actual placement of the sculptures based on site conditions or requirements. Following discussion, and on a motion of Trustee Bechtle and seconded by Trustee Wilsey, the following resolution was unanimously adopted:

**RESOLUTION NO. 12-16**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it hereby approves the revised dates and locations for the temporary installation of two sculptures by artist Jun Kaneko on the War Memorial premises, and the Trustees authorize War Memorial staff to make necessary changes to the sculpture locations based on site conditions or requirements.

**GOOD AND WELFARE**

Trustee Bashford reminded Trustees that the ceremony and reception for dedication of the horseshoe drive as part of the San Francisco Veterans Memorial Project is scheduled for Thursday, May 10, 2012 at 5:30 p.m.

President Shultz made a few remarks of thanks for the honor of having the horseshoe drive renamed in honor of her and her husband George P. Shultz.

**PUBLIC COMMENT**

Nelson Lum, Chair of the American Legion War Memorial Commission, reported that on May 21, 2012, Congresswoman Jackie Speier in collaboration with American Legion Enterprise Post 236 and American Legion Cathay Post 384 will host an open house in Veterans Building Room 207 to hear from Veterans who may be having trouble with their VA claims.

John Caldera spoke in favor of the Memorial Day Ceremony at the Presidio which his colleague Wallace Levin organizes each year.

**ADJOURNMENT**

There being no further business, President Shultz adjourned the meeting at 2:40 p.m.

Jennifer E. Norris  
Executive Secretary