

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR MEETING**  
**Thursday, July 14, 2016**

The Board of Trustees of the War Memorial of San Francisco met in regular session at 2:00 p.m. on Thursday, July 14, 2016, in the Trustees' Board Room, War Memorial Opera House, President Horn presiding.

**ROLL CALL**

Present: President Horn, Vice President Bechtle, Trustee Davis, Trustee Levin, Trustee Lui, Trustee Moscone, Trustee Myatt, Trustee Pelosi and Trustee Walker

Absent: Trustee Shultz and Trustee Wilsey

Staff Present: Elizabeth Murray, Managing Director

**APPROVAL OF MINUTES**

President Horn called for approval of the minutes of the June 9, 2016 regular meeting of the Board. On motion of Trustee Moscone, seconded by Trustee Lui, the minutes were unanimously approved.

**PRESIDENT'S REPORT**

**Address by San Francisco Opera General Director David Gockley:** President Horn stated that David Gockley, San Francisco Opera General Director, has asked to address the trustees on reflections as he approaches retirement at the end of July 2016. President Horn welcomed and introduced Mr. Gockley.

David Gockley thanked the trustees for allowing him to address them today as he approaches his retirement. Mr. Gockley stated that the War Memorial resident licensees, the San Francisco Opera, Symphony and Ballet, are facing a shift in patronage as subscribership declines and with it a loyal stream of consistent and reliable income. He said this is evident in increasing number of empty seats and discounting of tickets, thus requiring more donated income from a small core of donors. Mr. Gockley said this shift has already reduced the number of performances presented by San Francisco Opera, and without change, there will be a further decrease.

Mr. Gockley stated that to address this situation and maintain thriving audiences, we must meet the growing expectations of the public for service and experience. Thus, in addition to artistic integrity, it is critical to assess and improve the overall patron experience including patron transport, parking, quality and ease of getting food and beverage, conveniences and other amenities that support the quality of the performance. He said there is one precious hour before performance and a half-hour of intermission during which times front-of-house services and amenities must be convenient and readily available. Patrons will not tolerate waiting in lines at restrooms or intermission bars.

Mr. Gockley commented on concerns outside of the Opera House which significantly affect patrons including traffic, public transportation, parking and cleanliness. He said he hopes the trustees will use their influence at the City level in helping to resolve these concerns so that the War Memorial buildings can continue to be used as it was envisioned by the founders and the original trustees of the War Memorial.

Mr. Gockley said that the trustees must look further than stewardship of the War Memorial buildings; it is to our collective benefit for the War Memorial Board of Trustees to assist the resident and other licensees of the Performing Arts Center in facing the current grave situation. He thanked the trustees for permitting him to make remarks today.

President Horn thanked Mr. Gockley for his reflections and comments, noting he has provided good points to reflect on as we collectively move forward with both preserving these buildings and providing outstanding experience to patrons and visitors.

Vice President Bechtle also thanked Mr. Gockley for his comments. She said that David Gockley has made an enormous difference to opera in San Francisco. He created "Opera in the Ballpark," which is free to the public, bringing in thousands and thousands of people to view the performance. Vice President Bechtle stated that as a member of the San Francisco Symphony Board, she is fully aware of financial problems facing the Symphony as well as the Opera and Ballet. She stated that the trustees should take Mr. Gockley's words of encouragement seriously as there are so many things that we need to do to both preserve these buildings and make them fully accessible to and convenient for the public.

Trustee Walker said he joins his fellow trustees in thanking David Gockley for his wonderful leadership of the Opera for the last ten years and congratulated him for moving the Opera to a new level. Trustee Walker questioned if street crime is a problem experienced by patrons at the War Memorial buildings. Mr. Gockley responded that street crimes do in fact affect patrons despite exterior security officers provided through the War Memorial, the Opera and the Civic Center Community Benefit District. Trustee Walker suggested that street crime statistics and data would assist the Trustees in addressing this concern with City representatives.

Ms. Kristin Jones of the San Francisco Opera added that this summer, and in response to concerns about public safety, the Opera introduced a free shuttle service from Civic Center BART/MUNI stations to the Opera House which runs for 90 minutes prior to performance and for 60 minutes following the performance. She said the shuttle service was introduced to get patrons to use public transportation and then safely transport them to the Opera House from transportation stations.

President Horn stated that the staff and the city constantly try to analyze the best way to make our patrons safe. It is not a discussion that we have in a public meeting but it is an ongoing discussion. He encouraged Trustees who would like to discuss this to contact staff.

Trustees Pelosi and Lui added thanks and congratulations to Mr. Gockley on his retirement.

In public comment, Paul Cox, Chair of the American Legion War Memorial Commission, said that Mr. Gockley and the Opera certainly enriched his life and many hundreds of veterans by providing them free tickets and he wanted to thank him.

**San Francisco Symphony request to paint Symphony Store walls:** President Horn said he will refer to the Building Committee a request from the San Francisco Symphony to paint walls in the Symphony Store area of Davies Symphony Hall.

### **MANAGING DIRECTOR'S REPORT**

**Rental Requests:** Ms. Murray stated that rental requests are routine and requested their approval. On motion of Trustee Moscone, seconded by Vice President Bechtle, the following resolution was unanimously adopted:

#### **RESOLUTION NO. 16-28**

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

#### **LOUISE M. DAVIES SYMPHONY HALL**

SFJAZZ	April 6, 2017	\$2,500.00 vs 10%
Max Raabe & Palast Orchester		\$5,200.00 maximum

**HERBST THEATRE**

Commonwealth Club of California Programs	August 30, 2016 December 6, 2016	\$2,500.00
San Francisco Int'l New Concept Film Festival Awards Ceremony	October 9, 2016	\$1,250.00
Bay Pointe Ballet Gala Performance	October 16, 2016	\$1,250.00
Another Planet Entertainment Presentations	November 2, 2016 December 29, 2016	\$5,000.00
CIIS Public Programs Issa Rae	November 3, 2016	\$1,250.00
Fei Tian Academy of the Arts California Dance Recitals	December 8, 2016 May 5, 2017	\$2,500.00
African-American Shakespeare Company Cinderella	December 19-24, 2016	\$8,500.00

**WILSEY CENTER FOR OPERA**

San Francisco Opera Education Trainings	August 9, 2016	\$800.00
New Century Chamber Orchestra Rehearsals	September 10, 12, 13, 14, 2016	\$900.00
African-American Shakespeare Company A Midsummer Night's Dream	September 26 – October 16, 2016	\$6,400.00

**Additional Rental Requests:** Ms. Murray stated that additional rental requests distributed to Trustees today are routine and requested their approval. On motion of Trustee Pelosi, seconded by Trustee Lui, the following resolution was unanimously adopted:

**RESOLUTION NO. 16-29**

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

**WILSEY CENTER FOR OPERA**

Modern Luxury Real Estate Seminar & Awards Ceremony	August 17, 18, 2016	\$2,500.00
San Francisco Arts Commission Town Hall Meeting	September 14, 2016	\$800.00
San Francisco Opera 2017 Exclusive Use	January 30-May 28, 2017 August 8 – September 3, 2017	\$74,460.00

**Veterans Building Meeting Room Usage:** Ms. Murray stated that Trustees received a summary report of actual uses of Veterans Building meeting rooms allocated to the San Francisco Posts of the American Legion covering the nine-month period from October 1, 2015 to June 30, 2016. Ms. Murray stated that veterans' organizations had 70 meeting room usages during June 2016, bringing their year-to-date usage level to 29%; and that for the nine-month period of the report there were 90 days, or 33% of the total days, on which none of the five veteran meeting rooms were used.

Under public comment, Paul Cox, Chair of the American Legion War Memorial Commission, stated that the report should show 73 meeting room usages during June 2016.

**Patina General Manager:** Ms. Murray reported a change in Patina's General Manager at the War Memorial and Performing Arts Center. Susan Serpanchy, who has worked with Patina at the Performing Arts Center for the last 10 years and as General Manager for the last four years is leaving Patina to pursue other opportunities. Ms. Murray said that Susan has been an integral part of the War Memorial's food and beverage operations and the War Memorial will greatly miss her welcoming and professional presence. She stated that Christian Muniz, Patina's Vice President of Operations for Museums and Performing Arts Centers, will be on site for the next several weeks serving as interim general manager. Ms. Murray said she looks forward to introducing Patina's new General Manager to trustees at the August Board meeting.

### **SECRETARY'S REPORT**

**Revenue, Appropriations and Housekeeping Expenditures Reports for June 2016:** Ms. Murray stated that Revenue, Appropriations and Housekeeping Expenditures reports for June 2016 have been distributed to Trustees. While June 2016 marked the end of Fiscal Year 2015-16, the June revenue and appropriations reports do not reflect final accounting for the fiscal year. A final financial report for 2015-16 will be presented to the Board at the November meeting. Ms. Murray requested approval of the June 2016 housekeeping expenditures as submitted. On motion of Trustee Pelosi, seconded by Moscone, the following resolution was unanimously adopted:

#### **RESOLUTION NO. 16-30**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. WM16270 through WM16309 are hereby approved.

### **REGULAR ITEMS**

**Opera Request – Historical Garment Display:** President Horn stated that Trustees received a letter from the San Francisco Opera requesting to display a historical garment from the Chinese Historical Society in the Opera House during the performance of San Francisco Opera's production of "Dream of the Red Chamber" from September 10 – 29, 2016. The garment would be enclosed in an appropriate case with an informational description. The Opera proposes to have the display in the main lobby.

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

#### **RESOLUTION NO. 16-31**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that it approves the request of the San Francisco Opera to display a historical garment from the Chinese Historical Society in the Opera House main lobby from September 10 – 29, 2016.

### **MISCELLANEOUS CORRESPONDENCE**

President Horn stated that for information purposes, the meeting agenda lists correspondence received by the Board of Trustees from June 2 through July 7, 2016.

1. Letter dated June 2, 2016, from DLA Piper, representing San Francisco Posts of the American Legion, to War Memorial Board of Trustees, regarding Resolution No. 16-21, Policy Governing Allocation of Space in the Veterans Building to Patriotic Organizations.
2. Letter dated June 9, 2016, from Deputy City Attorney Sara J. Eisenberg, to DLA Piper responding to the June 2, 2016 letter from DLA Piper to War Memorial Board of Trustees.
3. Letter dated June 13, 2016, from American Legion War Memorial Commission, regarding Policy Governing Allocation of Space in the Veterans Building to Patriotic Organizations.
4. Letter dated June 9, 2016, from Ruth A. Felt, President of San Francisco Performances, thanking the War Memorial for passing a resolution in recognition of her retirement as President of San Francisco Performances.
5. E-mail Letter dated June 9, 2016, from Ying Yang, regarding presentation of SHEN YUN Performing Arts in the War Memorial Opera House.

### **GENERAL PUBLIC COMMENT**

Anna Wang, Director for San Francisco Falun Buddha Study Association, stated she has been working with Jennifer Norris, Stephanie Smith and Rob Levin for many years booking the Opera House. She stated that Ying Yang, is a former Falun Buddha Society volunteer, who resigned in October 2015. Anna stated that Ying Yang does not speak on behalf of the Falun Buddha Study Association or Shen Yun. She apologized for not making this clarification sooner. She stated that Shen Yun is grateful for the time they have been given in the Opera House thus far, but does believe that more time would be desirable. She looks forward to working with the War Memorial, the Opera and the Ballet to make the schedule work for all.

Paul Cox, Chair of the American Legion War Memorial Commission, said that they have been working hard and have now accomplished getting a robust internet and Wi-Fi in the veterans' spaces which will increase usage. He stated that the ALWMC has ordered \$20K worth of AV equipment and will be installing large screen televisions and sound systems in three meeting rooms.

Mr. Cox said that the dedication of the Korean War Memorial at the Presidio is August 1 and that he hopes the War Memorial Trustees will attend.

### **ADJOURNMENT**

There being no further business to come before the Board, President Horn adjourned the meeting at 3:00 p.m.

Jennifer E. Norris  
Executive Secretary